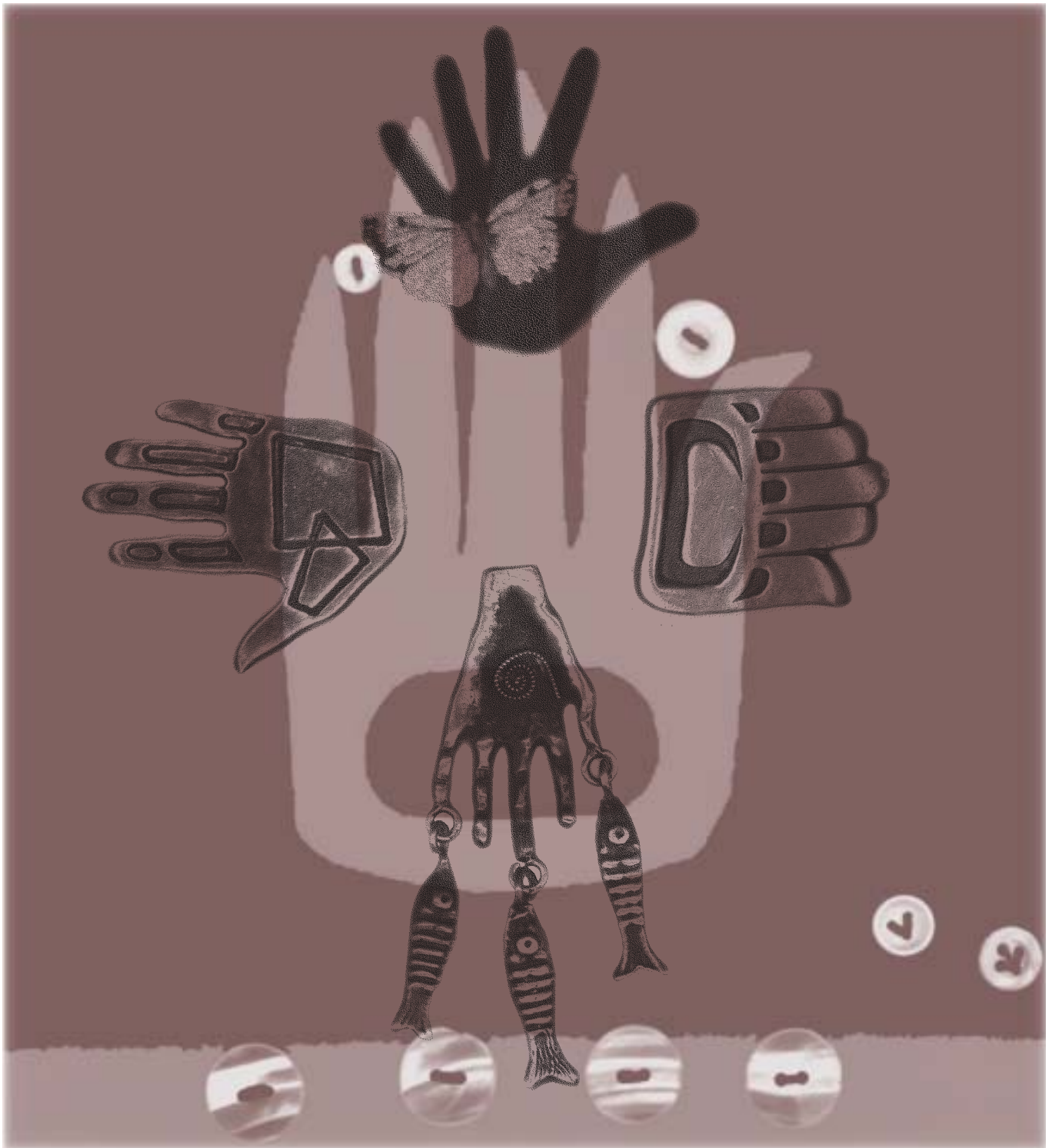


# Tribal Tourism

In Washington State



# Tribal Tourism in Washington State

May 2001

**Prepared by:**

Colleen Jollie

Deputy Director, Governor's Office of Indian Affairs

Liz Green

Office of Trade and Economic Development

**Research support:**

Susan Guyette, Ph.D.

Santa Fe Planning and Research

Jennifer Khow, MPA

TESC, Research Assistant



Governor's Office of Indian Affairs

531 15th Avenue SE

Olympia, WA 98504-0909

(360) 753-2411

[www.goia.wa.gov](http://www.goia.wa.gov)

Office of Trade and Economic Development

Tourism Office

210 11th Avenue Suite 101

Olympia, WA 98504-2500

(360) 725-5050

[www.experiencewashington.com/industry](http://www.experiencewashington.com/industry)

With support from the Northwest Indian Applied Research Institute at The Evergreen State College

**Cover:** The hand, in Native traditions, symbolizes hospitality which is the essence of tourism and working together.





STATE OF WASHINGTON

GOVERNOR'S OFFICE OF INDIAN AFFAIRS

531 - 15TH AVENUE SE • PO BOX 40909 • OLYMPIA WA 98504-0909

360/753-2411 • FAX 360/586-3653

July 12, 2001

Dear Reader:

Visitors from around the world are drawn to visit Washington State because of its rich cultural diversity and astounding natural beauty. Adding to this richness, are the 28 federally recognized American Indian Tribes, each with their unique culture and traditions that offers huge potential for drawing and enhancing the already bountiful tourism industry. In turn, tourism provides the Tribes with some much-needed economic development opportunities. Key to successful tourism is good planning and balancing the needs of the community with the needs of tourism..

I hope you will enjoy reading this "Tribal Tourism Assessment in Washington State" and that it will stimulate discussions and dialog about the numerous tribal tourism opportunities that exist in our beautiful state. It is my hope that whether you are a tribal leader reading this report thinking about economic development, a banker wondering about financing a tribal project, or a tour guide in New York City planning a trip to our great state, that this report will offer some food for thought and information for you to begin exploring tribal tourism in our great state.

This report has been made possible by the active participation and support of the Tribes of Washington State, including the TEVI Tribal Tourism Committee. An enormous debt is owed to Robin Pollard, Economic Development Director of the Office of Trade and Economic Development and her dedicated staff including Liz Green and the irreplaceable George Sharp. Thanks also to Martha Choe, Executive Director of the Office of Trade and Economic Development. The Affiliated Tribe of the Northwest Indians and the Applied Research Institute of The Evergreen State College also lent much needed assistance. Thanks also to the dedicated Colleen Jollie (Turtle Mountain Chippewa), Deputy Director for the Governor's Office of Indian Affairs, who worked tirelessly conducting interviews, visiting reservations, advocating for folks to "do it now." Last but not least, a tremendous thank you to Governor Gary Locke for giving the Governor's Office of Indian Affairs its mandate of creating "real jobs for Indian Country."

Sincerely,

Kimberly Craven  
Executive Director

# TABLE OF CONTENTS

Executive Summary _____	4
Introduction _____	6
Results and Future Directions _____	8
Map _____	

## **Individual Tribal Reports:**

Yakama Nation _____	10
Confederated Tribes of the Colville Reservation _____	12
Spokane Tribe _____	14
Kalispel Tribe _____	16
Stillaguamish Tribe _____	18
Upper Skagit Tribe _____	20
Swinomish Tribe _____	22
Samish Nation _____	24
Nooksack Tribe _____	26
Sauk-Suiattle Tribe _____	28
The Tulalip Tribes _____	30
Snoqualmie Tribe _____	32
Muckleshoot Tribe _____	34
Puyallup Tribe _____	36
Port Gamble S' Klallam Tribe _____	48
Nisqually Tribe _____	40
Squaxin Island Tribe _____	42
Skokomish Nation _____	44
Jamestown S' Klallam Tribe _____	46
Lower Elwha Klallam Tribe _____	58
Makah Tribe _____	50
Quileute Tribe _____	52
Quinault Nation _____	54
Shoalwater Bay Tribe _____	56
Tribes Not Surveyed _____	58
Resources _____	58

# EXECUTIVE SUMMARY

Extraordinary tourism opportunities can be found on the homelands of the numerous tribes in the State of Washington. These run the gamut from sophisticated beach resorts to isolated wilderness experiences. Not so plentiful are the actual jobs and economic benefits more readily derived from these activities in mainstream America. Furthering his objective of “One Washington” sharing in economic prosperity, Governor Gary Locke mandated the Governor’s Office of Indian Affairs (GOIA) to explore how best the State of Washington could partner with the Tribes to help them develop economic opportunities resulting in real jobs in Indian Country. To that end, GOIA entered into partnership with the Office of Trade and Economic Development-OTED to conduct an assessment of tribal tourism in Washington State and develop a statewide strategy for tribal tourism. The entire effort has been guided and nurtured by a Tribal Tourism Committee, the genesis being Governor Locke’s Tribal Economic Vitality Initiative (TEVI).

## Purpose of the Assessment:

The intent of the assessment was to collect information and to stimulate dialog and interest within and amongst the tribes about economic development and, specifically, tourism development.

### Four main objectives drove the assessment:

- Evaluating the level of tribal interest in tourism development
- Assessing tribal products and tourism opportunities currently existing
- Determining barriers to tourism development
- Flushing out tribal concerns and hesitations about tourism development

## Major Findings:

### These are some of the major findings of the tribal tourism assessment:

- Eighteen of the twenty four tribes surveyed are actively involved in the tourism industry
- Twenty tribes have completed a comprehensive economic development plan
- Seventeen of those twenty contain a tourism component
- Only six tribes have a specific tourism development group
- Five tribes have a written tourism marketing plan
- Seven tribes track visitor demographics
- Less than half of the tribes are members of their local Chamber of Commerce

## Tourism Opportunities in Indian Country

Many tribal events and enterprises have potential for tourism, and may be especially attractive to international visitors interested in seeing firsthand native people and their unique cultures. Some events are already being actively promoted and tribes are realizing some potential. Others will require infrastructure, marketing, and development before they can generate viable tourism products. These include:

- Annual and holiday Pow-wows
- Tribal Days and other festival and fairs
- Sporting events including traditional canoe races, bike-tours and fun runs.
- Rodeos and roundups
- Cultural ceremonies and events
- Natural resource activities such as bird watching, fishing and tours of hatcheries
- Casino gaming and entertainment
- Historical sites
- Museums, art galleries and cultural centers
- Campgrounds and marinas
- Destination and vacation resorts
- Trading posts, farmer’s markets and retail outlets

## Barriers and Concerns:

Survey respondents cited cultural considerations as the most significant barrier to tourism development. Preserving tribal members' privacy and protecting residential and religious areas from observation and intrusion are major concerns. Also important to the tribes were preserving hunting and fishing access and protecting significant archaeological or sacred sites. Tribes discussed mitigating impacts by creating economic development zones, and using clear signage for visitors.

- Fourteen tribes permit the use of photography and video equipment on tribal lands
- Nine tribes have developed policies regarding recording of cultural events
- Two tribes have written etiquette policies for visitors
- Protecting the natural environment and shorelines, including conserving limited water resources was also important.

## Infrastructure Needs:

Not surprisingly a variety of infrastructure needs were identified as important in order for tribes to accommodate increased visitors to their reservations: Included was the need for adequate hotel and motel accommodations. Other basic infrastructure needs identified are:

- Transportation including improving reservation road systems and public access roads.
- Utilities including the ability to manage wastewater.
- Addressing public safety issues including increased traffic, crime, and access to emergency and fire protection services.

## Technical Assistance Needs:

Survey respondents easily identified these crucial technical assistance needs:

- Assistance with community economic development plans
- Financing and funding of projects
- Nurturing business development and expansion
- Entrepreneurial skill development for businesses, artists, and craftspeople
- Marketing and sales including using the Internet to attract national and international visitors
- Hospitality training, public relations and customer service
- Historic preservation and cultural interpretation development

## Conclusion:

Despite the vast economic development potential, not all tribes are interested in pursuing tourism development. These same concerns are causing other tribes to move forward cautiously. However, it is commonly agreed upon that planning is essential for well-developed tourism and to mitigate possible negative side effects. Seventy-nine percent of the respondents would participate in an intertribal tourism organization. Besides the economic benefit of tourism, many respondents feel that tribal tourism promotes and enhances understanding of native people and their unique and important cultures. By providing a means of marketing tribal products, tourism is seen as a way to strengthen tribal communities and preserve tribal arts and cultures.



# INTRODUCTION

The 28 federally recognized tribes in Washington comprise a population of 104,819 and 3,258,686 acres of reservation land throughout the state. Reservation size ranges from the 1,400,000 acres of the Colville Reservation to the 12-acre Jamestown S’Klallam Reservation. Two Washington tribes, the Samish Nation and the Snoqualmie Tribe, have only recently been recognized by the federal government and currently have no reservation lands. Each tribe’s desire and capacity for tourism development differs depending on cultural, geographic, economic, and natural resource factors; and each tribe that does desire tourism development has different resource and technical assistance needs.

## Background

According to the Washington State County Travel Impact study conducted by Dean Runyan Associates for the Tourism Office in September 2000, tourism in Washington State is a \$10.6 billion per year industry. As such, tourism presents a strong opportunity for economic development for the 28 federally-recognized tribes in the state.

Many Washington State tribes have been involved in the tourism industry for years, although the level of participation varies. The Yakama Nation Cultural Center is a good example of a tribal tourism enterprise that has been successful for 20 years and includes a museum, restaurant, theater, library, and RV park. Other tribes, such as those along the I-5 corridor and the Olympic Peninsula’s Highway 101, participate in tourism somewhat by default given their location in high traffic areas. The recent success of tribal gaming facilities has brought many tribes into the tourism industry for the first time. Still other tribes are newly recognized by the federal government and are in the very beginning stages of community development.

Over the past ten years, Washington tribes have begun reaching out to each other and to their neighboring communities to work together to establish tourism and economic development plans. An Olympic Peninsula Intertribal Tourism Association, established by seven tribes along Highway 101, represents one of the first intertribal efforts at organizational development for tourism enhancement. The Affiliated Tribes of Northwest Indians (ATNI) has been working on behalf of Washington State

tribes to apply for a grant from the federal Administration for Native Americans (ANA) to fund tourism development planning. The Swinomish Tribe and its neighboring town of La Connor worked together this year to produce the first Swinomish Tribal Days festival involving the entire community.

Examples of intertribal planning organizations in other states are few. New Mexico is a notable exception that provided inspiration for this assessment and a model of the need for proactive planning to make tourism successful and manageable for tribes. Tribes in New Mexico have experienced both the benefits and the disadvantages of a strong and rapidly growing tourism industry. In its Indian Tourism Interviews with Tribal Governments report of 1998, the New Mexico Indian Tourism Association cited positive economic gains as well as negative impacts of increased tribal tourism including costs of maintaining visitor services and the “even greater cost in terms of cultural values” of “the intrusion on privacy, which interferes with cultural practice and therefore cultural continuity.” It is the hope of the agencies supporting this assessment and planning process that Washington can benefit from the lessons learned in New Mexico and foster well-managed growth of tourism for those tribes that desire it.

Dr. Susan Guyette, Ph.D., of Santa Fe Planning and Research, who consulted on the New Mexico report and works with communities and tribes on economic development, provided guidance for the design of the survey instrument for this report and assisted in the data analysis. Copies of Dr. Guyette’s book, *Planning for Balanced Development*, were provided to each tribe as a reference by the Tourism Office.

## Methodology

This assessment employed the principles of action research as described by sociologist Kurt Lewin in the 1940s and as modified and used today by sociologists and educators. The objective of action research is to spark change through conducting the research and involving the participants in an active discussion of the results and implications of the research throughout the process. In addition to informing the Tourism Office and GOIA on the tribes' perceptions, needs, and desires regarding tourism development, the assessment process opened a dialog on tourism development among tribal members, leaders, and staff within each tribe as well as among the various tribes. One comment participants frequently made was that tribal council members and various department personnel, such as transportation, economic development and cultural program staff, and natural resource managers frequently attend to their own specialties without a lot of crossover. Through the survey, tourism emerged as a unifying theme.

Consistent with the action research concept, preliminary results of the survey were presented in public forums at several points during the process, including at the Yakama Nation Tribal Economic Summit in August 2000; at the Washington Tourism Network quarterly meeting in Seattle, also in August 2000; and at the National Indian Tourism Conference in Green Bay, Wisconsin, in September 2000. In October 2000, a first draft of the assessment report was presented at the annual Washington State Travel and Tourism Conference in order to solicit comment and initiate the planning process. These presentations served the function of allowing tribal leaders to connect with each other and learn what other tribes were doing and thinking about tourism development; allowing the mainstream tourism industry to become familiar with tribal tourism opportunities; and encouraging tribes who had not yet been interviewed to participate in the assessment. These efforts at promoting full participation in the survey and ensuing dialog resulted in nearly 100 percent of Washington tribes contributing in some capacity to the assessment.

Of the 28 federally recognized tribes in the state, 27 participated in interviews and 24 filled out the survey questionnaire. Selection of individual survey participants was based on the need to gauge both popular opinion and specific technical information. Questionnaires were sent to tribal chairpersons, who are elected officials, and to administrative or technical personnel as identified in the Washington State Tribal Directory, such as economic development or cultural program planners. After mailing out the questionnaires, follow-up interviews were scheduled. Each tribe's governance and organizational structure is unique; and the interviews reflected those differences. The intention was to interview three people per tribe; however, at times as many as six tribal members attended an interview. In the case of a collective interview, the data was recorded and compiled into a common tribal response.

A separate discussion of each tribe's responses to the assessment is included in the report in order to facilitate the specifics of intertribal planning and networking. Because of the nature of the action research process as well as the distinct differences among the various tribes, it is important to recognize that tabulated results are intended to represent general trends rather than a consensus among individual tribes or tribal members.

## Assessment Organization:

This assessment consists of an executive summary, an introduction, results and future directions and a tribe-by-tribe assessment organized regionally. Each tribal summary includes specific information about the tribe, including their mailing address and logo. Also included is a map provided by Apache Arts and drawn by George David, that shows historical location of the tribes and is neither technically or geographically to scale.



# RESULTS AND FUTURE DIRECTIONS

Through the assessment process, several themes emerged in common for most of the tribes, no matter how diverse. Needs and desires for tourism development vary depending on a tribe's location, culture, size, and access to financial, natural, and human resources, but infrastructure, cultural protection, and marketing were consistently mentioned by survey respondents as areas of special concern as they relate to tourism development.

Adequate infrastructure in the form of water and sewer facilities, roads, and emergency services as well as actual visitor services such as lodging or restaurants are necessary elements of any community's tourism development strategy. Many tribes lack basic infrastructure for their own communities; having visitors place additional demands on limited existing services presents a substantial barrier to tourism development. Yet, as part of an overall community and economic development plan, tourism could potentially bring into a community the very revenues that are needed to create the infrastructure. It is important, therefore, that tourism development and infrastructure development proceed deliberately and in concert. Careful planning is essential to ensure that increasing tourism does not overwhelm a community's infrastructure and create negative impressions in community members as well as in visitors.

Protection of cultural resources such as tribal cemeteries, archeological sites, and private cultural or religious observances as well as protection of individual tribal members' and elders' privacy was mentioned as a concern by nearly every tribe surveyed. Several tribes have identified strategies for mitigating some of the cultural impacts of increased tourism by separating residential from visitor and commercial areas or by providing clear signage designating boundaries of visitor-access-

sible areas of the reservations. Only one or two tribes, however, have created a written etiquette or policies regarding visitor behavior or the use of photography or video on the reservation. While most survey respondents expressed concerns about protection of cultural resources, many also expressed a desire to share their tribe's culture not only as a means to attract visitors, but also as a means of preserving it and teaching the tribe's youth to appreciate their heritage. The experience of tribes in New Mexico indicates that planning and clearly expressed expectations for visitors can lessen some of the concerns of tribal members about inviting tourists into their communities and prevent cultural issues from becoming serious problems.

All but one or two Washington State tribes said they do some amount of marketing to increase tourism; several have active advertising campaigns on TV and radio or in newspapers. Several tribes have realized benefits from cooperative marketing with other tourism organizations in their local areas. However, only a few tribes, even among those that actively purchase advertising, have established written marketing strategies. Determining who potential visitors are, how best to reach those potential visitors, what products those visitors are most interested in, and how to leverage the community's marketing dollars and effective-

ness through cooperative advertising are important considerations for any organization or community in establishing a marketing strategy. Here again, careful planning can maximize the effectiveness of marketing efforts and marketing dollars.

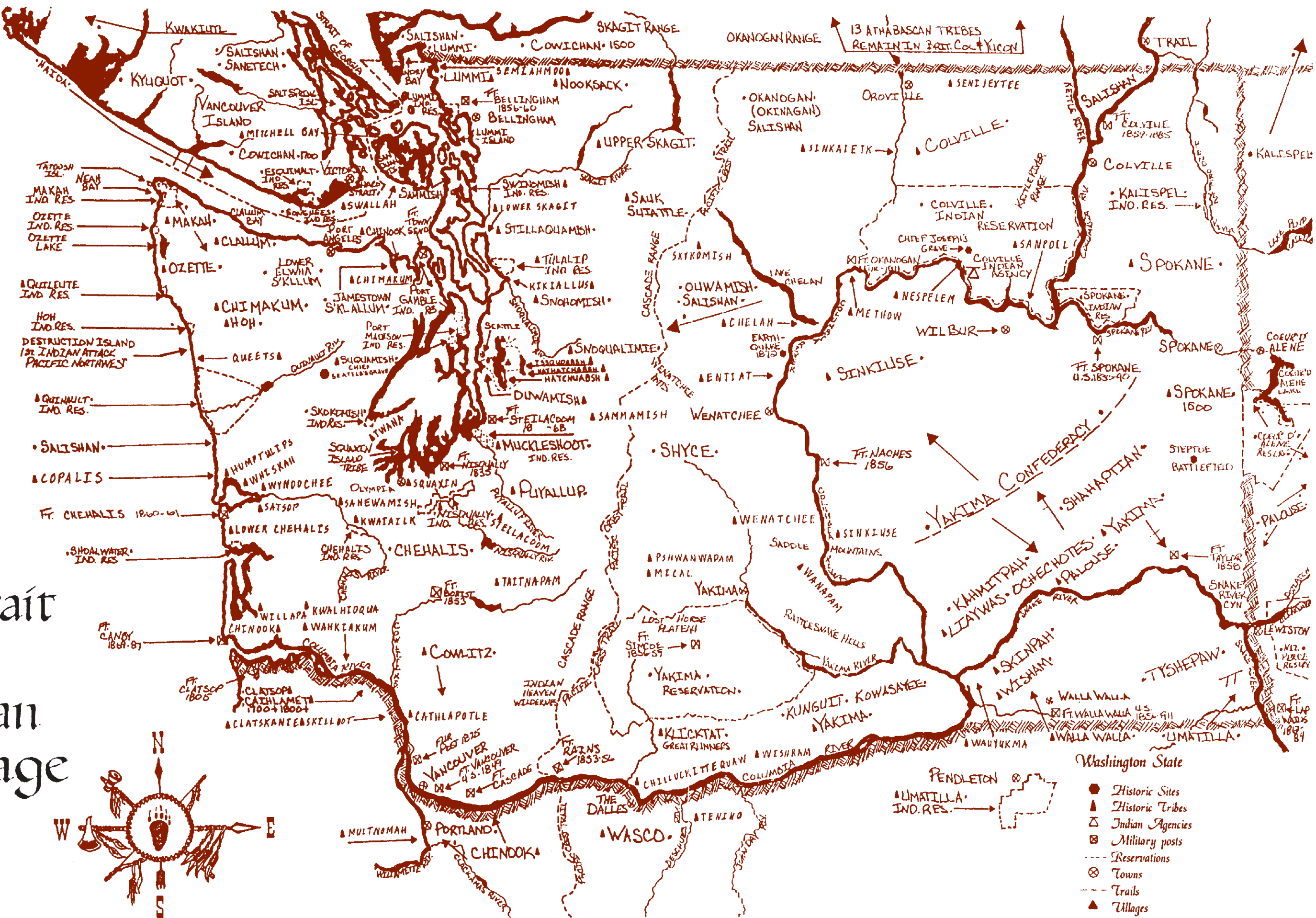
Working in partnership with local communities, state and local governments, and other tribes can assist a tribe in the planning and implementation of all aspects of tourism development, including infrastructure, cultural protection, and marketing. Several surveyed tribes described successful partnerships they have already formed with surrounding communities, and nearly all identified potential new partnerships. Such partnerships can provide information, allow tribes to learn from others' experiences, and facilitate access to necessary resources as well as leverage the resources a tribe already has. For tribes located in designated rural counties, working with the county through the WA-CERT (Washington Community Economic Revitalization Team) process can provide tribes with access to state and federal funding and technical assistance for infrastructure and other community development projects. Observing models of what has and has not worked for other tribal communities can assist a tribe in proactively taking the necessary steps to protect cultural resources and avert uncomfortable situations. Partnering with local tourism businesses and organizations or with other tribes on marketing is another strategy for planning and development of a tribe's tourism industry.

One objective of the survey was to assess interest among the tribes in forming a Washington State Indian tourism association that might provide an avenue for tribes to initiate a planning and partnering process sensitive to the unique tourism development needs and desires of and driven by the tribes in Washington. Many of the survey respondents indicated interest in participating in such a group. Because of the high level of interest, plans for organizational development are already moving forward with the formation of Inter-Tribal Tourism in June 2001. Facilitated by funding from the Tourism Office through the cooperative agreement between GOIA and OTED, ATNI (the Affiliated Tribes of Northwest Indians) has applied for a grant from the Administration for Native Americans (ANA) on behalf of Washington state tribes for initial start up and staffing costs for the association. According to Inter-Tribal Tourism planners, the next steps will be to staff the new association, conduct a Northwest regional conference on tribal tourism, publish a statewide intertribal visitor's guide, and launch a statewide intertribal website. The completion of the assessment and initiation of an intertribal planning process represent successful steps toward tribes becoming integral members of the tourism industry in Washington and a model for tribes in other states to follow. For additional information contact ATNI-EDC at:

Affiliated Tribes of Northwest Indians  
Economic Development Corporation  
Mark Ufkes, Executive Director  
18130 Midvale Ave. N. Suite C  
Shoreline, WA 98133

(206) 542-5115, ext 5095  
ufkesmarkl@msn.com

# Portrait Of Indian Heritage



# Yakama Nation

The Yakama Nation, with 8,870 members, is the largest tribe in Washington state, and the 1,372,000-acre Yakama Reservation is the second largest in the state. Located in south central Washington, and comprising nearly half of Yakima County and part of Klickitat County, the Yakama Reservation has much to offer visitors. In addition to tribal members living on the reservation, approximately 20,000 people who are not members of the Yakama Nation tribes also live within the boundaries of the reservation. The Yakama Nation was one of the first tribes in Washington to become involved in the tourism industry, and the Yakama successes serve as models for other tribal tourism enterprises.

Tourism decision-making for the Yakama Nation is the responsibility of the Economic Development Director and activities are implemented by a tourism development group facilitated by the Nation's Tourism Coordinator. The Yakama Nation's comprehensive plan includes economic and tourism development, and there are many businesses on the reservation - both tribal enterprises and individual businesses - that attract or cater to visitors. The Yakama Nation is a member of the local Chamber of Commerce, and is also interested in participating in a Washington Indian Tourism Association, publication, and website.

The Yakama Nation has a written marketing plan and actively markets to increase tourism, including participating in cooperative advertising with other tourism organizations in the area. The Nation tracks the number and demographics of visitors through electronic counting, ticket sales, and comment sheets. According to tribal data, most visitors to the reservation are from within Washington state.

## Current Participation in Tourism

The Yakama Nation Cultural Heritage Center is one of the most often visited sites on the Yakama Reservation. The Cultural Heritage Center includes a museum, restaurant, gift shop, theater, and library. In addition to the Cultural Heritage Center, the nearby Resort RV Park and the new Legends Casino are also popular destinations. The Yakama Nation offers an active calendar of events and the reservation community includes several hotels and restaurants as well as visitor services such as retail facilities.

The Yakama Nation has several tourism enhancement projects it is currently working on. These include:

- Utilities
- Radio Station
- Hotel Legends Lodge
- Golf Course
- Economic Summit - a series of presentations/workshops
- Landmark signage
- Creating a comprehensive tourism package for the Hotel and Golf Course

## Barriers and Concerns

"Native Americans strongly protect and require protection of their culture," stated the Yakama Nation Tourism Director in response to the survey. Privacy of individual tribal members is currently protected. The Nation wants to protect cultural sites such as the Longhouses, cemeteries, and other culturally sensitive areas, and wants to create a written etiquette for visitors to special sites and events. Getting elders and youth involved in sharing the tribal culture with visitors could assist in perpetuating that culture as well as educating visitors and reducing stereotyping. Individual "mom and pop" businesses, dance groups, and drum groups are also among those who could benefit from increased tourism on the reservation.

The most significant environmental barrier to tourism development, according to the Nation's tourism director, is the distance visitors often have to travel to get to the reservation.



## Infrastructure and Assistance Needs

In addition to the items listed on the survey, the Yakama Nation identified the need for drinking water fountains and water testing to ensure quality. High needs, according to survey respondents, include lodging, retail facilities, transportation access and roads, and visitor information. Moderately needed are utilities, emergency services, sewer treatment facilities, food service, solid waste management, telecommunications, and public parking.

Assistance with developing a tourism marketing strategy is a need for the Yakama Nation including training classes in marketing and customer service, funding for visitor information packets and brochures, development of a tourism website, and kiosks. The Nation would like to develop the Kamiakun Memorial Project and market it as a tourist destination and would like technical assistance with that. In general, all of the technical assistance needs listed on the survey were rated as strong needs including tour operators, bed and breakfast operations, customer service, visitor information, tourism planning, marketing and public relations, cultural interpretation and historic preservation, natural resources management, economic and business development, and parks and recreation development.

## Perceptions and Directions

According to its tourism director, the Yakama Nation would consider partnering with other community tourism organizations such as the Yakima Valley visitors and convention Bureau, the Tri-Cities Visitor and Convention Bureau, and the Chambers of Commerce of Wapato, Toppenish, and Yakima.

**Yakama Tribal Council**  
**P.O. Box 151**  
**Toppenish, WA 98948**  
**(509) 865-5121**  
**FAX (509) 865-5528**



# Confederated Tribes of the Colville Reservation

The more than 8,700 members of the Confederated Tribes of the Colville Reservation actually represent twelve different bands, including the Colville, the Nespelem, the San Poil, the Lake, the Palus, the Wenatchi (Wenatchee), the Chelan, the Entiat, the Methow, the southern Okanogan, the Moses Columbia, and the Nez Perce of Chief Joseph's Band. In the northeastern corner of the state, at 1.4 million acres, the Colville Reservation is the largest reservation in Washington, and one of the most active in the tourism industry. Their current tourism enterprises include several marinas on Lake Roosevelt with houseboats and campgrounds, three casinos, a cultural center, and several historical sites. The Colville tribes are members of three regional tourism groups, the Upper Columbia Rural Tourism Association, the Northeast Washington Visitors Association, and Three Nations Vacations, which includes organizations in the U.S. and Canada as well as the tribes. Recently the Confederated Tribes supported the creation of a local artists' association.

The tribal council is responsible for tourism development decision-making with assistance from an economic development committee, representatives of the Colville Tribal Enterprises Corporation (CTEC), and tribal staff members. The tribes have a comprehensive plan that includes tourism under the category of economic development, and survey respondents reported that tribal members in general supported increasing tourism.

## Current Participation in Tourism

Although the tribes are committed to developing tourism, they do not currently have a system for tracking the numbers or demographics of visitors to tribal lands. However, some of the tribal businesses - such as campgrounds, RV parks, and hotels - track numbers of reservations, and the tribe is able to use some visitor data from the National Park Service and Coulee Dam. The Colville tribes do have a marketing program that includes participating in cooperative marketing with other regional organizations, and they expressed an interest in participating in additional planning and marketing through development of an Indian tourism association, publication, and website. They are interested in receiving technical assistance focused on tourism development and creating a specific tourism marketing strategy. The main attractions the tribes currently promote include:

- Mill Bay Casino concerts and shows
- Nespelem Fourth of July Pow-Wow
- Omak Stampede, Inchelium, and Keller Junior Rodeos
- Salmon Festival
- Marina campgrounds and boat rentals

## Barriers and Concerns

The survey respondents cited a number of barriers to tourism development. Many tribal resources, aside from the marinas, are in need of improvement, and timber industry declines continue to impact the tribes' ability to make those improvements. The tribal casinos are operating in temporary facilities pending compact negotiations. Because the reservation shares geography with four different counties as well as with the National Park Service, jurisdictional disputes and National Park Service concession policies at times hamper development efforts. In addition, respondents noted that while the tribes maintain high esthetic standards on tribally-owned Lake Roosevelt properties, the state and counties do not.

For the Colville tribes, crowding and traffic are not problematic due to the decentralized population and large size of the reservation. However, protection of tribal members' privacy is an issue, as is protection of areas used for tribal hunting, fishing, and religious purposes. The tribes have posted sensitive environmental and cultural areas including ceremonial grounds and traditional food gathering and hunting sites. Nevertheless, occasional conflicts with visitors do occur. Video and photography are permitted on tribal lands, and there are no rules to regulate these activities.



## Infrastructure and Assistance Needs

The tribes are concerned with maintaining control of natural resources on tribal lands through improving zoning regulations and limiting road access. The Colville tourism season is short - only about 100 days - during which the tribes' marinas collect most of their income. However, flood control policies at times conflict with tourism activities on the reservoirs. Needed infrastructure improvements, including water, sewer, roads, communications, and power limit economic and tourism development, especially in the Keller Park camping area, which the tribes gained control of from the National Park Service in 1980. While tribal enterprises are well managed, survey respondents perceived that a lack of planning and coordination with private sector tourism and city, county, and state government impedes development activities.

## Perceptions and Directions

The Colville respondents felt that tourism development could benefit tribal businesses, entrepreneurs, and individual tribal members by increasing income to the community, employment, and regional partnerships. Cultural activities could be enhanced through tourism by providing educational opportunities for visitors and reservation children. These potential positive impacts are possible only through comprehensive planning to avoid increased traffic and crowding, exploitation of tribal culture, and degradation of natural resources. The tribes cited a history of poor management of fee lands on the reservation by non-tribal entities as a concern. They would like to see tribal tourism become a component of state-wide tourism initiatives while allowing tribes to retain control over the quality and direction of tribal tourism development.

**Colville Business Council**  
P.O. Box 150  
Nespelem, WA 99155  
(509) 634-4711  
FAX (509) 634-4116



# Spokane Tribe

The 2,153-member Spokane Tribe owns 154,898 acres of reservation land northwest of the City of Spokane, adjacent to a corner of the Colville Reservation along Lake Roosevelt. The Spokane survey respondents said they want tourists and visitors to respect, learn about, and understand what the Spokane Tribe represents. Most tribal members want more tourism, according to the respondents, and the tribe wants to participate in establishing a Washington Indian Tourism Association, publication, and website.

The Tribal Council makes decisions for the tribe regarding tourism, and tourism development activities are carried out by the tribe's Planning Department. The Spokane Tribe feels that many visitors are drawn to the community to experience its culture, and to facilitate that and minimize potential negative impacts, the tribe has been proactive in posting a written etiquette of expected or desired behavior for tourists who visit special sites or cultural events, and in establishing photography and video policies for visitors to the community.

## Current Participation in Tourism

The Spokane Tribe offers visitors a variety of opportunities for recreation that range from camping and fishing to gaming. The tribe's most often visited sites include:

- Area lakes and rivers
- The Labor Day and Memorial Day Pow Wows
- Two Rivers Resort
- Spokane Indian Bingo and Casino
- Wellpinit Fairgrounds
- Fishing and camping on Lake Roosevelt

The tribe actively runs a hatchery to enhance sport fishing in the area, and has a number of businesses in the community oriented toward visitors, including several trading posts, smoke shops, and restaurants in addition to the tribe's two casinos. Plans are underway for a \$30 million hotel and casino facility at the Two Rivers Casino. The tribe wants to develop a written plan for tourism marketing, but in the meantime actively advertises through TV, newspapers, billboards, and the internet and on Canadian tour busses. According to the survey respondents, the tribe would like to pursue funding and technical assistance to develop a professional marketing strategy.

## Barriers and Concerns

Spokane Tribe survey respondents indicated that cultural issues were the strongest consideration for tourism planning. They felt that privacy of tribal members and intellectual and cultural property rights are currently protected, and tribal elders are protected by a limited access and screening process overseen by the Cultural Program Manager. While the survey respondents cited positive benefits of increased tourism such as education, better roads and trails, and economic development bringing more jobs and diversification of services that could support other industries as well as tourism, they also felt it was important to anticipate potential negative impacts.

Respondents expressed concerns in particular about impacts on residential areas of increased traffic and litter and strains on existing infrastructure such as roads, parks, shorelines, and emergency services. Cultural impacts such as influences on the tribe's youth, increased crime, especially gangs and drugs, and potential conflicts between tribal members and non-tribal visitors were among the tribe's concerns, as were environmental barriers, primarily protection of the water quality in Lake Roosevelt which might be affected by increased recreational use of the lake. Particular sites requiring special consideration include shoreline parks, a mine site, and cultural sites.

## Infrastructure and Assistance Needs

The Spokane survey respondents rated the need for every infrastructure element listed on the survey as extreme, including transportation and roads, utilities, emergency services, sewer and solid waste management, telecommunications, lodging, food service, visitor information, retail facilities, and public parking. In addition to a need for technical assistance for marketing, respondents cited needs for assistance with tour operators, customer service, cultural interpretation and historic preservation, natural resources management, economic and business development, parks and recreation development, and tourism planning.

## Perceptions and Directions

The Spokane respondents perceived Indian tourism in Washington as an opportunity for economic growth and tribal development. They said Indian tourism is integral and growing, and that it allows tribes an opportunity to promote their communities. Many in the community could be positively affected by tribal tourism including tribal members, individual entrepreneurs, and tribally-owned businesses. However, potential negative impacts must be anticipated and addressed.

For the future, according to the respondents, in addition to the hotel development project, the Spokane Tribe is developing a cultural interpretive center, and is seeking funding to support that effort.

**Spokane Tribal Business Council**  
P.O. Box 100  
Wellpinit, WA 99040  
(509) 258-4581  
FAX (509) 258-9243



# Kalispel Tribe

The 280-member Kalispel Tribe owns approximately 5,000 acres, most of which is located along the Pend Oreille River about 55 miles north of Spokane. Although the tribe currently does not have businesses in the tribal community specifically involved in tourism, they do host visitors and have developed a comprehensive plan that includes strategies for economic and tourism development. Overall, the survey respondents felt that most Kalispel Tribal members want an increase in tourism. While the Kalispel Tribe is not a member of the local Chamber of Commerce, they expressed an interest in participating in a Washington Indian Tourism Association, publication, and website.

One unique aspect of the Kalispel economy is that all tribal enterprises provide support for the Healing Lodge of the Seven Nations, a regional youth treatment center created and managed by the tribe. Survey respondents felt that the Lodge would be a beneficiary of any tourism business development that might take place on the reservation. The tribe does not have a specific tourism development group, and most tourism activities are managed by the tribe's business manager, In-house Council, and one of the tribal councilmen. The tribal council is responsible for tourism decision-making.

## Current Participation in Tourism

Most of the outreach to visitors that the tribe participates in is organized through the International Selkirk Loop Group. The Selkirk Loop is a scenic driving route that goes through northeastern Washington, southern British Columbia, and northwestern Idaho. The planning group consists of members from all three jurisdictions covered by the Loop road. The tribe's location along the Selkirk Loop is expected to bring increasing numbers of visitors to the tribe. Most often visited Kalispel Tribe attractions and events include:

- The Annual Tribal Pow Wow
- A campground and boat launch
- The Manressa Grotto
- The tribe's buffalo herd and bass hatchery
- Buffalo Round Up
- The Bluff Fun Run
- The Northern Quest Casino near the Spokane Airport

The tribe has no mechanism for gathering information on visitor numbers or demographics, but survey respondents reported that most visitors to tribal enterprises seem to be from the local area. The tribe occasionally participates in cooperative marketing with other local tourism organizations, but does not have a specific marketing plan. They do at times assist Indian artists and performing artists with promotion. Photography and video are permitted on reservation land without fees or regulations.

## Barriers and Concerns

Survey participants stated the tribe had experienced some difficulties in managing tourism and they needed to create management policies for tourism development. According to the survey responses, the main reason the tribe has not as yet actively pursued increasing tourism is a lack of resources, personnel, knowledge, funding, and time.

At this time, tribal member's privacy is not a significant barrier, as most people go through the tribal office before contacting individual tribal members. Respondents did express concern regarding cultural preservation and interpretation as potential barriers to tourism development, although they did not identify any sites that require special consideration or that the tribe did not want to share with visitors. The most important tourism barriers currently are environmental - the need for a healthy drinking water system and a sewer system. The mining that has historically supported the economy in the area has also caused dangerous levels of contamination in the ground water.


## Infrastructure and Assistance Needs

Survey respondents cited infrastructure financing assistance as the highest need for development of tribal tourism. In addition to water and sewer infrastructure, the tribe is also in need of safe roads, lodging, food services, retail services, visitor information, and access to emergency services, transportation, telecommunications, public parking, and utilities. The top five technical assistance needs, according to survey results, are visitor information centers, cultural and historic preservation and interpretation, natural resources management, economic development, and parks and recreation development.

## Perceptions and Directions

The Kalispel respondents said they perceived Indian tourism in Washington State as not well defined or understood. While they felt that in many ways increased tourism would benefit everyone in the community, especially the unemployed or underemployed, they expressed a concern that local residents might feel negatively affected by a large influx of visitors. They were also concerned about the potential for tension among the different tribes in the state if competition for visitors arises.

However, the tribe does have a vision for increasing tourism, and is in the process of updating the tourism portion of their comprehensive plan. Among the development strategies the Kalispel Tribe has identified as priorities are using the “fee to trust” regulations to create new opportunities, developing a bike trail on La Clerk Road, and developing new and improving existing campsites and RV park sites.



**Kalispel Business Committee**  
P.O. Box 39  
Usk, WA 99180  
(509) 445-1147  
FAX (509) 445-1705



# Stillaguamish Tribe

The Stillaguamish Tribe's small size - third smallest federally-recognized tribe in the state at 176 members, and small land base - 40 acres, second smallest of the tribes with reservation lands, has so far made participation in the tourism industry challenging, according to tribal respondents. However, the tribe does attract visitors to its Festival of the River in August, summer Health Fair, and Fish Hatchery Tours. Located near the confluence of the North and South Forks of the Stillaguamish River in Snohomish County, the Stillaguamish Tribe has taken a strong leadership role as stewards of the river.

Tourism decision-making rests with the Tribal Council, and activities are implemented by one of the Tribal Planners along with other tribal members. Although the tribe has a comprehensive plan for economic development, tourism is not included in the plan, and the tribe has chosen not to pursue gaming as many tribes have done as an economic development strategy. The tribe does not market to increase tourism, and there are no tourism or visitor-oriented businesses in the tribal community. However, according to survey respondents, overall most tribal members are in favor of increased tourism, and the tribe is interested in participating in a statewide Indian tourism association, publication, and website.

## Current Participation in Tourism

The Festival of the River is a highly publicized community-wide event that includes participation with local communities and state agencies with interests in or access to the Stillaguamish River. This event along with the Health Fair and hatchery tours open the reservation neighborhood and services to visitors, although aside from these events, none of the Stillaguamish sites are frequently visited. Management policies regarding preservation of the river ecosystem are the main tribal policies with an impact on tourism development.

## Barriers and Concerns

Survey respondents felt that tribal members' privacy is currently protected by clear signage in residential areas. Respect for cultural differences between native and non-native community members is an important consideration for tourism planning, according to the Stillaguamish respondents. Preservation and protection of the fish hatchery sites were the primary environmental concerns relative to tourism development. Because tourism has so far not had a significant impact on the Stillaguamish community, tribal planners have not yet had to consider many of the potential impacts, and survey respondents said the tribe needs every kind of assistance to begin development of a tourism marketing strategy.



## Infrastructure and Assistance Needs

No visitor services or infrastructure exist in the Stillaguamish community, and survey participants stated that everything from the ground up was needed including lodging, museums, restaurants, and food marts. Other infrastructure and visitor service needs listed include public parking, visitor information, emergency services, utilities, telecommunications, and waste management. All of the survey technical assistance categories were marked as needs for the tribe, including business and economic development, internet use, parks and recreation development, historic preservation and cultural interpretation, tourism planning, marketing, and public relations, customer service, and natural resource management.

## Perceptions and Directions

Stillaguamish survey respondents felt the perception of the role of Indian tourism in the overall tourism industry in Washington was positive. They cited local artists in the community as the most likely to benefit from increased tourism, but expressed a concern that a too-rapid growth of tourism could potentially have negative impacts on the community.

**Stillaguamish Board of Directors**  
3439 Stoluckquamish Lane  
Arlington, WA 98223  
(360) 652-7362  
FAX (360) 435-7689

# Upper Skagit Tribe

The 99-acre Upper Skagit Reservation is located in central Skagit County along the Skagit River. It is home to the tribe's 504 enrolled members. The main focus of the tribe's tourism development efforts is its casino. Casino revenues recently allowed the tribe to develop a large hotel complex off the reservation, adjacent to Interstate 5. The Tribal Council makes tourism development decisions for the tribe, facilitated by a tourism development group. The tribe's comprehensive plan includes both economic and tourism development components. Survey respondents did not know if the tribe would be interested in participating in a statewide Indian tourism association, but indicated they would not be interested in participating in a website or publication.

## Current Participation in Tourism

The casino and resorts were the only items listed by survey respondents as often visited sites. Respondents did not list any events or special considerations. The tribe does actively market to increase the number of tourists using direct mail, advertising, and special promotions.

## Barriers and Concerns

Skagit Tribe survey respondents did not list any barriers or concerns relative to tourism development. They indicated that increased employment opportunities and increased economic development were the most likely positive effects of increased tourism.

## Infrastructure and Assistance Needs

In descending order, Skagit Tribe respondents listed infrastructure needs for lodging, food services, retail facilities, transportation access, visitor information, emergency services, utilities, telecommunications, solid waste management, and public parking. Respondents rated all of the areas of technical assistance on the survey as high needs for the tribe including, in descending order, assistance with tour operators, bed and breakfast operations, customer service, visitor information centers, tourism planning, marketing, and public relations, cultural interpretation, historic preservation, natural resources management, economic development, parks and recreation development, business development and expansion, and internet use.

## Perceptions and Directions

According to survey respondents, the most important kind of support the tribe would like from the state would be in the area of developing cooperative state and county linkages.

**Upper Skagit Tribal Council**  
**25944 Community Plaza**  
**Sedro Woolley, WA 98284**  
**(360) 856-5501**  
**FAX (360) 856-3175**



# Swinomish Tribe

The 7,169-acre Swinomish Reservation is located on Skagit Island, across a narrow waterway from the Skagit County town of La Connor. Among its other tourism activities, the 753-member tribe has formed a unique and successful partnership with its neighbor, La Connor, to create a Tribal Days festival to draw visitors to the area. This partnership has resulted in September 25 being declared Native American Day in the city of La Connor. This day is now a holiday for city employees to participate in the Swinomish Tribal Days celebration, co-sponsored by the tribe and the town.

The Swinomish Indian Senate and the Swinomish Casino Executive Committee are the tribe's primary decision-makers regarding tourism. Specific individuals involved in implementing tourism development activities for the tribe include the Senate Chairman, the Director of the Office of Planning and Community Development, and the Executive Director of the Swinomish Casino. The tribe's comprehensive plan includes economic development, but not tourism development specifically. Although the tribe actively advertises to increase tourism, especially to the casino, it does not have a written marketing plan. According to the survey respondents, the tribe is interested not only in creating a written marketing plan, but also in participating in a Washington Indian Tourism Association, publication, and website. Survey participants were unable to assess whether most individual tribal members were in favor of increased tourism.

## Current Participation in Tourism

In addition to the Tribal Days celebration, the Swinomish Tribe has several visitor attractions. The Swinomish Casino is the major destination on the reservation. Other often-visited sites include:

- Thousand Trails Campground (privately owned and operated)
- K Paul Carving
- Fireworks stands
- A tribally-hosted Blues Festival
- Casino concerts, comedy performances, and Bingo specials

## Barriers and Concerns

An important issue for tourism development on the Swinomish reservation is the fact that the majority of casino traffic travels directly through the center of the reservation village. Increased casino traffic as well as traffic on this same road to the tribe's planned marina facility presents safety and privacy concerns. Cultural appropriateness and social impacts must be considered for any type of development, according to survey respondents. They stated that tourism, if well planned and prepared for, could add to cultural protection activities by providing a structure and economic base. Respondents added that natural resource protection was viewed by the tribe not as a barrier to development, but more as an intrinsic part of the process.

## Infrastructure and Assistance Needs

Survey respondents rated as the most important infrastructure needs: road improvements on Highway 20 to provide safer access to the casino and proposed marina site, sewer line extension to provide wastewater treatment, high quality and speed communication lines and equipment, utilities, solid waste management, and storm water facilities. Visitor services needed included lodging, food service, retail facilities, transportation access, and public parking.

Survey respondents rated technical assistance needs highest for tourism planning, marketing, and public relations, historic preservation, natural resources management, economic and business development, and internet use for tourism development. A visitor center was also ranked as a strong need.

## Perceptions and Directions

According to survey respondents, Indian tourism adds a small amount to the total tourism industry in the state, but as it increases, it is important that it be implemented and managed by the tribes themselves. Current Swinomish tourism development plans will benefit the entire tribe by providing long-term, sustainable growth, including jobs, training, and entrepreneurial opportunities. Potential social and cultural impacts such as increased traffic, reduction in privacy, increased jurisdictional conflicts, and added infrastructure costs also need to be considered, said respondents.

In addition to their valuable partnership with the City of La Connor, the tribe would like to consider working with other local partners, such as the local Chambers of Commerce, Skagit Valley Tulip Festival organizers, and the City of Anacortes.

**Swinomish Indian Senate**  
P.O. Box 817  
LaConner, WA 98257  
(360) 466-3163  
FAX (360) 466-5309

# Samish Nation

Having only received official federal recognition in 1996, the Samish Nation does not have any reservation lands. Located within the city of Anacortes, the tribe considers tourism as an economic development strategy, and has begun development on a tourism complex that will include a hotel, condominiums, retail shops, and a marina in addition to an existing RV park. This complex will be located on prime waterfront acreage in Anacortes.

The Tribal Council is the primary tourism decision-making body for the tribe, and although the tribe is not currently involved in the tourism industry, its comprehensive plan for economic development does address tourism, and survey respondents expressed an interest in participating in a statewide Indian tourism association. Respondents felt that most tribal members are in favor of increased tourism.

## Current Participation in Tourism

The Samish Nation does not yet participate in the tourism industry, although it is located in a community with a strong tourism presence.

## Barriers and Concerns

A lack of land and financial resources are the most significant barrier to tourism development for the Samish Nation. The tribe is concerned about protecting certain ceremonies and gatherings that are private, and about maintaining their unique northwest cultural distinctions. The fact that none of the tribe's historic sites are controlled by tribal members makes preserving the cultural heritage as well as sharing it with visitors difficult. Survey respondents stated that there are certain archeological sites that the tribe would not wish to share with visitors, and expressed a concern that interest in whale watching could overwhelm certain sites around the San Juan Islands. They cited state and federal environmental policies as potential barriers to tourism development for the tribe.



## Infrastructure and Assistance Needs

Samish survey participants indicated that technical assistance and funding to plan, build, and operate their tourism facilities was the highest need. Every item on the survey lists of infrastructure and technical assistance needs received the highest ranking; the Samish Nation is truly just beginning to develop economically.

## Perceptions and Directions

Tourism development brings potential benefits such as increased employment, strengthening of culture, arts, and traditional values, but must be properly managed to avoid intrusion into the tribal community, according to survey respondents. They felt benefits were possible for both tribal and non-tribal community members in the City of Anacortes and in Skagit County. Looking toward the future, respondents said the tribe is exploring the possibility of developing a cultural interpretive center near Mount Vernon that would include a travel center, hotel, business center, golf course, and Native American theme park.

**Samish Tribe of Indians**  
**P.O. Box 217**  
**Anacortes, WA 98221**  
**(360) 293-6404**  
**FAX (360) 299-0790**

# Nooksack Tribe

From a 0.9-acre parcel in 1973, the 1,341-member Nooksack Tribe has expanded its reservation land base to 2,500 acres. Due in part to the long-standing lack of a sufficient land base, the only tourism-related business in the community currently is the tribe's Nooksack River Casino. However, according to Nooksack survey respondents, most tribal members are interested in increasing tourism in their community, and the tribe is actively acquiring land to use for economic and tourism development. The tribe's comprehensive plan includes economic and tourism development components, and respondents said the tribe would like to participate in a Washington Indian Tourism Association, publication, and website.

The Nooksack Tribe's tourism development group, including the tribal chairman, Nooksack River Casino management staff, tourism promotions staff, and a member of the Nooksack Economic Development Board are all involved in developing tribal tourism. Currently, the primary tourism decision-makers are the casino management staff, and survey participants thought the tribal council should also be more involved.

## Current Participation in Tourism

Because of its location along the Nooksack River near the Canadian border and Interstate 5, many visitors to the reservation are Canadian tourists from the greater Vancouver area. While the tribe does market to increase tourism through radio, TV, and newspaper advertisements, they have no written marketing plan, and do not currently promote Native American artists nor do they participate in cooperative advertising with other community groups. Aside from the casino, visitor attractions are few, but the tribe does host a few events that may draw some visitors:

- Mother's Day canoe races
- Sobriety Pow Wow
- Nooksack Recognition Day

## Barriers and Concerns


The tribe's economic development zones are outside its residential zones; therefore, tribal members' privacy is well protected at this time. Nooksack religious and cultural sites require special consideration, although this is somewhat complicated by the fact that many of the sites are on private property or National Forest lands rather than on reservation lands. Similarly, the tribe uses old growth forest areas and clear streams in the North Cascades foothills also within the National Forest. One particular concern raised by the survey respondents was the potential for hydropower development to negatively impact the tribe's freedom to practice its traditional religious activities in some of these areas. Other than these specific concerns, survey respondents for the most part felt that tourism would have only positive impacts on the tribe, especially in the areas of increased business and jobs, improved public relations, and improved public education about the Nooksack culture.

## Infrastructure and Assistance Needs

The greatest infrastructure needs as perceived by the survey respondents are lodging facilities, retail facilities, transportation, and waste management. A larger land base, reliable water resources, and expansion of the existing facilities also rated high. Internet use for tourism promotion was listed as the most significant technical assistance need, followed by assistance with tour operations, bed and breakfast, customer service, planning, marketing, and public relations.

## Perceptions and Directions

The tribe's tourism planners would especially like to take advantage of the reservation's scenic location to target the eco-tourism market, including bird watching, hiking tours, and river rafting. Another idea that has been proposed is to create an Indian-owned and operated brewery in conjunction with the casino, although that idea has been somewhat controversial as some tribal members question the value of partnering with alcohol industries.



**Nooksack Indian Tribal Council**  
P.O. Box 157  
Deming, WA 98244  
(360) 592-5176  
FAX (360) 592-5721

# Sauk-Suiattle Tribe

The 237-member Sauk-Suiattle Tribe's 96-acre reservation is located approximately 35 miles inland from the Northern Interstate 5 corridor, near the small town of Darrington and the confluence of the Sauk and Suiattle Rivers. The tribe's involvement in tourism so far has been limited, but according to the tribe's survey respondent, Tribal Chairman Jason Joseph, most Sauk-Suiattle tribe members are in favor of increased tourism. They are interested in participating in a Washington Indian Tourism Association, publication, and website.

The tribal chairman is responsible for making decisions on tourism on behalf of the tribe, as the tribe does not yet have a comprehensive plan or a tourism development group. Their remote location and small size has been a limiting factor in entering the tourism industry. Mr. Joseph would like to encourage more participation from tribal members in planning and development.

## Current Participation in Tourism

The tribe does not have tourism businesses, but does host visitors through its Longhouse community activities and an annual Pow Wow. Activities in the area of the reservation that might impact tourism include hunting, fishing, boating, and river rafting. According to Mr. Joseph, the tribe is currently working on a tourism plan and a written etiquette for visitors to special sites and cultural events. Already in place are policies for visitor use of photography and video, especially during Longhouse ceremonies. The tribe makes use of a sign-in book to keep track of the number and demographics of visitors, and documented 500 visitors during 1999, largely from other tribal communities, Washington state, the Pacific Northwest region, and a few from foreign countries.

## Barriers and Concerns

Because the tribe's residential areas are separated from the main highway and there is only restricted access to the community, tribal members' privacy is currently protected, although increased traffic could potentially have some negative impacts. The Longhouse will require special consideration due to protocol for certain traditional ceremonies, and the tribe restricts visitor access to the tribal cemetery. The most significant barriers that have slowed tourism development for the Sauk-Suiattle Tribe are a lack of human resources and environmental regulations, which have so far blocked the tribe's efforts to purchase some nearby lakefront property for tourism development.

## Infrastructure and Assistance Needs

All of the assistance categories listed on the survey were rated as critical needs for the tribe if tourism development is to take place, including infrastructure needs such as transportation, waste management, utilities, and telecommunications, as well as visitor services such as lodging, retail, and food service. The technical assistance needs were also rated as very high including all phases of economic and tourism development and planning, historic and cultural preservation, and natural resources management.

## Perceptions and Directions

The Sauk-Suiattle respondent said he felt that Indian tourism had a high potential in Washington state because of the cultural and natural resources available. He cited the tribal community members, especially the tribe's youth, as the most likely to be positively affected by increased tourism. Regional events the tribe could consider partnering in, according to Mr. Joseph, include the Wildflower Festival, the Darrington Rodeo, a Darrington Bluegrass event, and the Classic Rock Event.

**Sauk-Suiattle Indian Tribe**  
5318 Chief Brown Lane  
Darrington, WA 98241  
(360) 436-0131  
FAX (360) 436-1511

**SAUK-SUIATTLE  
INDIAN TRIBE**





# The Tulalip Tribes

The 11,500-acre Tulalip Reservation is located between Interstate 5 and Puget Sound in Snohomish County near Marysville. It is home to the tribes' 2,934 enrolled members. The tribes' large casino is the only tourism-related business in the reservation community, although there are many tourism-related businesses in Marysville. The tribes' comprehensive plan includes economic development, and the tribes are working on including tourism as well. The Tulalip Tribes are a member of the local Chamber of Commerce, and are interested in participating in a statewide Indian tourism association, publication, and website, according to survey respondent John McCoy, the Legislative Liaison for the Tulalip Tribes, who is the primary tourism decision-maker for the tribes due to his strong concerns for economic development.

Although he says that most tribal members want more tourism, McCoy also says that resistance from many tribal members opposed to increased tourism restricts development on the reservation. The traditionalists as described by McCoy are concerned about public intrusion into the cultural and spiritual activities at the community's Longhouse. McCoy works closely with the Marketing Department of the Tulalip Casino to promote tourism. He says that an internal tourism public relations campaign is needed to address the concerns of those tribal members who do not want more visitors to their community while encouraging them to see the potential benefits of tourism.

## Current Participation in Tourism

Besides the Tulalip Casino, other tribal events and sites that attract visitors include:

- The Longhouse, which hosts one open ceremony annually and serves as a model for historic tribal architecture
- Other community gatherings
- Reservation beaches
- The First Salmon Ceremony, usually held in late July
- Sport fishery - a cove on the reservation acts as a natural fish pen, and attracts many fishermen on opening day of the season
- Three Pow Wows per year

## Barriers and Concerns

According to McCoy, both cultural and environmental concerns present barriers to tourism development for the Tulalip Reservation; seeing how to develop and implement additional tourism is difficult. The distance between tourism-related activities and the tribal administrative and residential areas currently protects privacy, and although resistance exists, more tribal members are starting to see the advantage of tourism due to the success of the casino. There are burial and other cultural sites that the tribe wishes to protect and not share with visitors. Maintaining privacy at the invitation-only Longhouse events is also a concern. Wastewater management is the most significant environmental barrier to tourism development. The tribe has tried to resolve this issue by sharing a treatment facility with the City of Everett, but the city's concern for anticipated demand for capacity increases made that solution unworkable. The tribe is exploring other options.

Once the community works through these issues, McCoy anticipates benefits to be gained from tourism development including building self-esteem and confidence among tribal members, breaking racial barriers,



and getting to know each other. Tribal entrepreneurs are most likely to benefit from increased tourism. Members of the traditional Longhouse are most likely to be negatively affected, especially if tourism is not planned and managed carefully with their needs addressed appropriately, according to McCoy. Written policies and a published etiquette guide may improve community involvement as well as tourists' understanding of the culture. At this time the tribe only has policies in place prohibiting photography during Longhouse ceremonies by tribal members as well as visitors.

## Infrastructure and Assistance Needs

McCoy listed technical assistance needs in the areas of business development and expansion, customer service, historic preservation, natural resource management, economic development, parks and recreation development, and internet use for tourism development. Needs for infrastructure are also high for the Tulalip Tribes, in addition to wastewater treatment, lodging, transportation access, utilities, telecommunications, parking, food service, retail facilities, visitor information, emergency services, and solid waste management are also important needs for tourism development to succeed.

## Perceptions and Directions

Other economic development activities are taking place on the reservation in addition to tourism. Wal-Mart, Home Depot, and Big Joe's are all opening stores on the reservation during 2001. The Tulalip Tribes may consider other businesses as partners in the immediate community, including the Tulalip Inn during Pow Wows, Marysville and Tulalip Chambers of Commerce, Snohomish County EDC, Boeing-Everett, public golf courses, and Asian travel agencies. McCoy said he would like to see regional Indian tours put together by tour companies and Pow Wow schedules published by an organization such as the Affiliated Tribes of Northwest Indians (ATNI).

**Tulalip Board of Directors**  
**6700 Totem Beach Road**  
**Marysville, WA 98270-9694**  
**(360) 651-4000**  
**FAX (360) 651-4032**



# Snoqualmie Tribe

The Snoqualmie Tribe received its federal recognition less than two years ago. At that time, there were approximately 300 members of the tribe living in the Snoqualmie Valley and in Snohomish County who applied for recognition. The Snoqualmie Tribe as yet does not have a tribal land base, although the tribe has considered purchase of several tracts for potential development, including one near Fall City where the tribe plans to develop a conference center and another along I-90 the tribe has looked at for a casino. There are currently no specifically tribal businesses that involve tourism, but individual businesses in the larger community do attract visitors, including the Snoqualmie Falls Lodge, and the tribe produces a number of visitor events.

The tribal chair and vice-chair along with the rest of the tribal council are the tribe's primary decision-makers on tourism issues. The tribe has a tourism component in its economic development plan, although implementation of tourism initiatives is limited by lack of financial and land resources. Survey respondents chose to defer to the tribal council on the issue of the tribe participating in a statewide tribal tourism association, but felt that most tribal members were in favor of developing more tourism.

## Current Participation in Tourism

According to the survey respondents, Snoqualmie Falls operates a turnstile method of measuring the number of visitors. Although the tribe considers the Falls to be an important sacred site, the property is actually owned by a non-Indian enterprise, which affects management policies. The tribe offers or participates in several events that attract visitors, including:

- Snoqualmie Days
- Fall City Days
- Carnations Days
- Evergreen State Fair
- Tribal Gatherings, Pow Wows, and Salmon Bakes with cultural activities such as drumming and storytelling

There are many visitor attractions and outdoor activities, such as hiking and skiing, in the area that attract visitors, and the tribe estimates that 2.4 million tourists visit the area every year. Currently the tribe does not market to increase visitors, and has not considered other tourism-related businesses in the area as potential partners.

## Barriers and Concerns

Lack of resources is the most significant barrier to Snoqualmie Tribal tourism development, but there are cultural and environmental issues as well. Policies and procedures for contacting individual tribal members currently protect privacy, but that could change with increased tourism. Defining boundaries to separate private tribal sites from those the tribe is willing to share with the public may be challenging, according to survey respondents. In particular, the tribe wishes to protect burial and other archeological sites from visitor traffic.

## Infrastructure and Assistance Needs

The Snoqualmie Tribe is in need of all the infrastructure and technical assistance categories included on the survey in order to proceed with tourism development. In descending order, the respondents listed infrastructure needs for lodging, emergency services, utilities, telecommunications, solid waste management, public parking, food service, retail facilities, transportation, and visitor information. Also in descending order, survey respondents cited needs for technical assistance in the areas of historic preservation, natural resources management, business expansion, cultural interpretation, economic development, parks and recreation development, business development, visitor information centers, internet use for tourism marketing, and public relations. The tribe would like assistance in creating a marketing strategy for tourism.

## Perceptions and Directions

Survey respondents from the Snoqualmie Tribe felt that most members of the tribe were likely to be positively affected by tourism development. In particular, they cited increased awareness of tribal culture, especially storytelling, drumming, and dancing, as well as increased jobs for tribal members and revenue for the tribe.

**Snoqualmie Tribe of Indians**  
P.O. Box 463  
Coupeville, WA 98014  
(425) 333-6551  
FAX (425) 333-6553



# Muckleshoot Tribe

Located in King County, the 3,850-acre Muckleshoot reservation is one of the few reservations in Washington located in an urban area of an urban county. Tourism development issues for this 1,170-member tribe are therefore very different from those of rural tribes in the state. Over the past few years, the tribe's proactive approach to economic and tourism development has had a significant impact on the economic vitality of the tribe itself and of the larger community in which it is located. With more than 200 tribal government employees and a gaming employment workforce of over 1,000, the Muckleshoot Tribe is the second largest employer in South King County. Other tribal enterprises and tribal entrepreneurs employ additional workers in the Auburn area.

Tourism decision-making authority rests with the tribe's Economic Development, Real Estate, and Casino Marketing Managers. Survey respondents said they would like to see the Cultural Department and Tribal Council Members become more involved as well. The tribe's comprehensive plan includes economic and tourism development, and a written marketing plan that includes cooperative advertising with other tourism organizations in the region as well as assisting in promoting Native American artists and performing artists. Marketing efforts include a website, brochures and flyers, TV/radio ads, matchbooks, referrals, and ads in Seattle Magazine. In addition to their current membership in the local Chamber of Commerce, the tribe is interested in participating in a Washington intertribal tourism association and Indian tourism publication and website. Respondents felt that most tribal members were in favor of increased tourism in their community.

## Current Participation in Tourism

The Muckleshoot Tribe actively keeps track of visitor numbers and demographics through a counter database at the casino and Preferred Players Club, and by reading license plates at tribal facilities. According to their studies, a majority of visitors are from Seattle and the greater Puget Sound area. The tribe estimates that typical visitors fall into one or more of the following categories: retirees, Asian tourists, local working class residents, and adults over 21 years of age in the casino and entertainment facilities.

### **The most visited Muckleshoot attractions and events include:**

- The Muckleshoot Casino
- White River Amphitheater
- Muckleshoot Bingo
- Muckleshoot Mall
- Annual Pow Wow
- Salmon Hatchery
- Smoke House
- Shaker Church

## Barriers and Concerns

Muckleshoot survey participants cited few barriers or concerns regarding tourism development. They said the tribe does not experience difficulty managing tourism, and they felt there were no significant environmental barriers. Tribal members' privacy is currently protected by the tribes written etiquette policies regarding visitors to special sites of cultural events, casino rules, and signage at Pow Wows and at the church. Respondents did cite the Shaker Church and Smoke House sites as requiring special consideration, and stated that the tribe did not wish to share its cemetery with visitors.

Overall, respondents from the Muckleshoot tribe did not anticipate any negative impacts of increased tourism, and cited housing, infrastructure, fisheries, and educational programs as potential beneficiaries of increased tourism.

## Infrastructure and Assistance Needs

Muckleshoot respondents felt only three of the infrastructure needs listed on the survey were strong needs for the tribe: transportation improvements including better public transportation and traffic management, visitor information, and public parking access. They listed a quite strong technical assistance need for training on how to work with tour operators for group travel, and in descending order, a strong need for assistance with customer service, visitor information center, tourism planning, tourism marketing, public relations, cultural interpretation, and historic preservation.

## Perceptions and Directions

The survey participants said that the tribe did not feel as involved in tourism as it would like to be, and that the tribe as an entity should encourage individual tribal members to become more involved. They said they would like to develop a “Destination Auburn” plan to attract more tourism, and that they would like to consider as partners other tourism-related businesses and organizations in the community such as the Auburn Chamber of Commerce, local hotels, the Super Mall, museum, and golf course.

**Muckleshoot Tribal Council**  
**39015 172<sup>nd</sup> Avenue S.E.**  
**Auburn, WA 98092**  
**(253) 939-3311**  
**FAX (253) 939-5311**



# Puyallup Tribe

The 2,219-member Puyallup Tribe is in the unique position among Washington tribes of owning 18,061 acres of prime commercial and residential land within one of Washington's largest metropolitan areas - the Tacoma/Fife area - including a significant portion of the Port of Tacoma waterfront. The Puyallup Reservation also has one of the highest non-tribal populations of any reservation in Washington - some 14,282 residents in 1995. The tribe has a number of commercial enterprises, only two of which, the Emerald Queen Casino and the Chinook Landing Marina, are tourism-related. In fact, the Puyallup survey respondents indicated that one reason the tribe was not more involved in the tourism industry is that they were too busy taking care of their existing ventures. However, the tribe is interested in tourism development, and respondents felt that most tribal members were in favor of increased tourism in their community.

The Puyallup Tribal Council makes decisions for the tribe regarding tourism, and survey participants said they would like to see the tribe's Land Management Department also become involved. The tribe's comprehensive plan includes economic and tourism development components, although not a specific tourism marketing plan. Respondents expressed an interest in the tribe participating in a Washington Indian Tourism Association, publication, and website.

## Current Participation in Tourism

In addition to its two major commercial tourism businesses, the tribe also attracts visitors to its tribal headquarters and art museum, and to its Labor Day Pow Wow, which features a sweat lodge ceremony that is open to the public. Survey respondents noted that the tribe would like to expand the art museum, but that the building it is housed in needs renovation, as do the tribal headquarters. Visitor services in the larger communities of Tacoma and Fife are numerous.

## Barriers and Concerns

Survey respondents felt that any potential barriers would depend on the type of tourism activity promoted and how well it was planned and managed. They said that tribal member's privacy had not been negatively affected by the current level of tourism in the community, and that there were no tribal sites that the tribe did not want to share with visitors. A potential benefit of increased tribal tourism, according to the respondents, might be in using entertainment to educate visitors and the larger community about Indian culture.



## Infrastructure and Assistance Needs

One significant need identified by the survey participants is for tribal members to become educated in business and tourism. In the area of infrastructure, the most important need is for the tribal headquarters and art museum buildings to be renovated to abate existing asbestos and other hazards of the aging structures, and to better reflect the cultural traditions of the Puyallup Tribe. Respondents perceived a moderate need for lodging, food service, retail, visitor information, emergency services, utility and telecommunications, solid waste management, and public parking.

The respondents rated the need for technical assistance strong in the areas of tour operations, customer service, planning, marketing, public relations, cultural interpretation, historic preservation, natural resources management, economic development, parks and recreation, and internet use for tourism marketing.

## Perceptions and Directions

The potential educational value of cultural tourism extends to members of the tribal community as well as visitors, according to the survey participants. An increase in revenue was also identified as a likely benefit of increased tourism. In addition to partnering with other local organizations such as the Eastside Community Neighborhood Association, the Downtown Merchants Group, and local Chambers of Commerce, the respondents cited the creation of a large terminal at the Port of Tacoma as possible future steps to bring more business for the tribe as well as the local community.

**Puyallup Tribal Council**  
2002 East 28<sup>th</sup> Street  
Tacoma, WA 98404  
(253) 573-7800  
FAX (253) 573-7929





# Port Gamble S’Klallam Tribe

Located at the north end of the Kitsap Peninsula, the Port Gamble S’Klallam Reservation encompasses 1,301 acres, and the tribe has 837 enrolled members. As yet, the tribe has not been particularly active in the tourism industry due to a lack of resources, other priorities for the tribal council, and a lack of funds; however the tribe is currently developing a comprehensive plan that includes economic and tourism development activities. Port Gamble S’Klallam survey respondents were unable to assess whether tribal members in general wanted more tourism, or whether the tribe would be interested in participating in an intertribal Washington Indian Tourism Association.

The tribal council is primarily responsible for tourism development decision making with limited involvement from the Port Gamble Development Authority. Survey participants responded that other tribal groups, including the Economic Development Department, tribal enterprises, and the Cultural Resources Department, should become involved in the process.

## Current Participation in Tourism

The tribe currently has only a very small tourism industry, although they do have some tourism products and enterprises and are building a casino and restaurant, scheduled to open sometime during 2001. Tribal events and attractions that are most often visited include:

- The annual Pow Wow in February
- S’Klallam Days in September
- The Tribal Center and Art Buildings
- Canoe gatherings

The tribe does not keep track of the number of visitors or visitor demographics, and does not specifically market to increase tourism or participate in cooperative advertising. However, the tribe does assist tribal artists to sell their products, and promotes tribal performing artists. They are interested in creating a written marketing plan for tourism development, but not in participating in an Indian tourism publication or website.

## Barriers and Concerns

Because the Port Gamble S’Klallam Tribe does not have experience managing tourism, the survey respondents felt unable to fully address the issue of barriers to tourism. They cited cultural considerations as a potential barrier, but felt that at this time protection of tribal members’ privacy and environmental concerns do not present barriers. Tribal artists are the most likely to be positively affected, and the respondents felt that no one was likely to be negatively affected by increased tourism.

The Port Gamble S’Klallam Tribe permits use of photography and video by tourists on a case-by-case basis, and does not charge a fee for the privilege. The tribe restricts visitor access to the cemetery and the tribal archives. Waterfront use is restricted to tribal members only, and the respondents felt this was the only management policy with a direct impact on tourism.

## Infrastructure and Assistance Needs

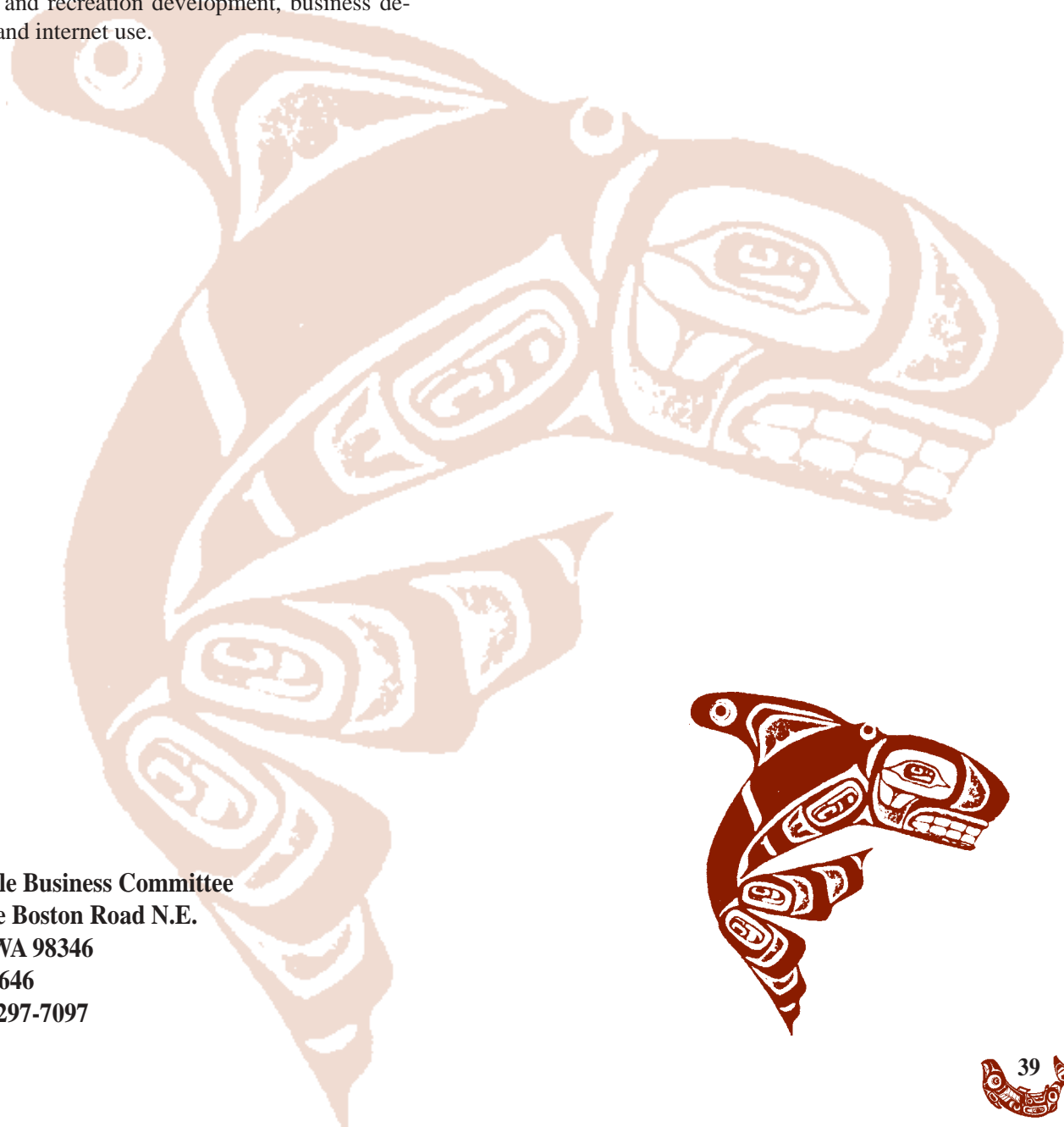
The survey respondents listed a number of strong infrastructure needs in order to further develop tourism in their community, especially lodging, telecommunications and internet, and a visitor kiosk. Moderately strong infrastructure needs listed include food service, retail facilities, parking, solid waste management, and access to transportation, health services, fire and police protection, and utilities.

The tribe would like to receive technical assistance in the areas of cultural interpretation, historic preservation, natural resources management, economic development, parks and recreation development, business development, and internet use.

## Perceptions and Directions

The Port Gamble S'Klallam respondents felt that as yet, Indian tourism has not played much of a role in the Washington State tourism industry. They believe an association to coordinate the efforts of the tribes along with financial and planning assistance would best serve the development of a tribal tourism marketing strategy. This strategy, according to the respondents, could involve becoming partners with the local Convention and Visitors Bureau, Chamber of Commerce, and Economic Development Council.

**Port Gamble Business Committee**  
31912 Little Boston Road N.E.  
Kingston, WA 98346  
(360) 297-2646  
FAX (360) 297-7097



# Nisqually Tribe

Located in Thurston County along the southwestern banks of the Nisqually River, the 4,800-acre Nisqually Reservation is home to the tribe's 500 enrolled members. The tribe's survey respondents stated that aside from the tribe's casino and tribal center, the tribe does not actively participate in tourism. Tribal members are concerned with keeping their personal lives and residential areas private, and according to the survey participants, most Nisqually Tribe members do not want to increase tourism. Tribal members who own businesses are seeking to attract more customers, but at the same time wanting to limit the negative impacts such as loss of privacy and increased traffic.

The tribe experiences some difficulty in managing tourism, according to the survey participants. The tribal administrator is the primary decision-maker for tourism development issues, and others involved include the Economic Development Director and the Casino Marketing Director. Respondents indicated that more community members should participate in tourism development including elders, youth, and tribal council members. The Nisqually Tribe is a member of the local Chamber of Commerce, and is interested in participating in a Washington Indian Tourism Association, publication, and website.

## Current Participation in Tourism

Although the tribe has concerns about increased tourism in the community, it does have a comprehensive plan that includes economic and tourism development. While the tribe does not have a written tourism marketing plan, it actively markets using newspaper, TV, and radio advertisements to increase tourism. It also promotes Native American artists and performing artists. Survey respondents reported that most visitors seem to be from the local Lewis, Thurston, and Pierce County areas, and from Fort Lewis. Visitors to the Nisqually Reservation most often come for these attractions:

- The Red Wind Casino
- Tribal Center
- The RezMart
- Weusso Library referrals (Weusso means "Gathering of the Children")

## Barriers and Concerns

The main cultural concern expressed by the survey respondents was maintaining tribal members' privacy and alleviating traffic risks to children and pets. The tribe does not wish to share their cemetery or their residential areas with tourists. Currently the tribe is not experiencing a lot of problems in these areas, but survey respondents felt that planning and tourism management would reduce potential negative impacts.

Environmental barriers to tourism development also exist for the Nisqually Tribe. Potential barriers cited by the survey respondents were lack of a zoning plan for road development, the existence of Bonneville Power Authority lines along Highway 510 that limit development, and inadequate water and sewer infrastructure.

An additional barrier perceived by the participants was the fact that, although the Nisqually Reservation is in a rural area, it is in a county designated an urban county by the state legislature. Therefore, funding sources for community and infrastructure development available to tribes in the designated rural counties through the Washington Community Economic Revitalization Team (WACERT) are unavailable to the Nisqually Tribe.

## Infrastructure and Assistance Needs

Survey respondents rated eight of ten infrastructure areas as high needs for the tribe including, in descending order, food and beverage services, retail facilities, transportation access, emergency services access, utilities, communications, solid waste management, and public parking. They also identified a high need for technical assistance in the areas of cultural interpretation, historic preservation, natural resources management, economic development and business expansion.

## Perceptions and Directions

Overall, the Nisqually respondents were most concerned about the perceived conflict between the need for attracting more customers to tribal businesses and the desire to limit the negative impacts on privacy and traffic that increased visitation might bring. They stated that good planning could resolve some of that conflict, and hoped that partnering with the state Tourism Office could provide assistance in tourism planning and in creating a marketing plan. The tribe has already partnered with the state Department of Transportation on widening the highway, reducing the speed limit, and providing a bus pull-out near the casino. According to the survey participants, potential community partners, in addition to the state, might include the Lacey and Yelm Chambers of Commerce, the King Oscar Hotel, and the shuttle service that brings visitors from the hotel, the Panorama City retirement center, and Lewis County.



**Nisqually Indian Tribe**  
4820 She-Nah-Num Drive S.E.  
Olympia, WA 98513  
(360) 456-5221  
FAX (360) 407-0125



# Squaxin Island Tribe

Located off of Highway 101 between Olympia and Shelton, the 1,979-acre Squaxin Island Reservation is home to the tribe's 643 members. The tribe participates in the tourism industry through a number of businesses, a visitor center, and a state park that is operated jointly by the tribe and the state Department of Natural Resources. According to survey respondents, most tribal members want more tourism to their community.

The Squaxin Island Tribal Council makes decisions on behalf of the tribe, including decisions on tourism development. While the tribe does not have a specific tourism group, the tribe's Executive Director, Island Enterprise Director, and the Casino Manager are currently involved in tourism development. Survey respondents said they hoped the larger tribal community would become more involved as well. Respondents indicated that the tribe would be interested in participating in a statewide intertribal tourism association, publication, and website.

## Current Participation in Tourism

The tribe prefers to separate tourism sites and activities from its community and residential areas, and has therefore located its tourism businesses along the highway, and keeps the island portion of the reservation closed to visitors and to development. Tribal sites and events most often visited include:

- The Little Creek Casino
- The Transportation Hub and Visitor Center
- The Tribal Center
- Kamilche Trading Post
- The state park
- The First Salmon Ceremony in late July or early August (depending on the seasonal spawning migration of the salmon)

Planned for July 2001 is the opening of a new museum. The tribe actively markets to increase tourism, promotes Native American artists and performing artists, and participates in cooperative marketing efforts with other tourism organizations in the region. The tribe is interested in creating a written marketing plan, and survey respondents indicated that they would like some technical assistance in this area.

## Barriers and Concerns

Although the tribe has worked to separate its tourism and commerce activities from its community and residential activities and areas, this remains an area of concern, and the efforts have not always been as effective as the tribe would like. The survey respondents cited a need for signage to clearly mark residential and other private areas on the reservation, and for a clearly defined plan for separating the areas the tribe wishes to share from the areas they do not. Private ceremonies and archeological sites were mentioned as specifically needing special protection and consideration. Controlling trespassing on the island portion of the reservation is an ongoing concern for the tribe. There are also environmental barriers to tourism development for the Squaxin Island Tribe, including protection of treaty fin and shell fishing and management of reservation timber resources.

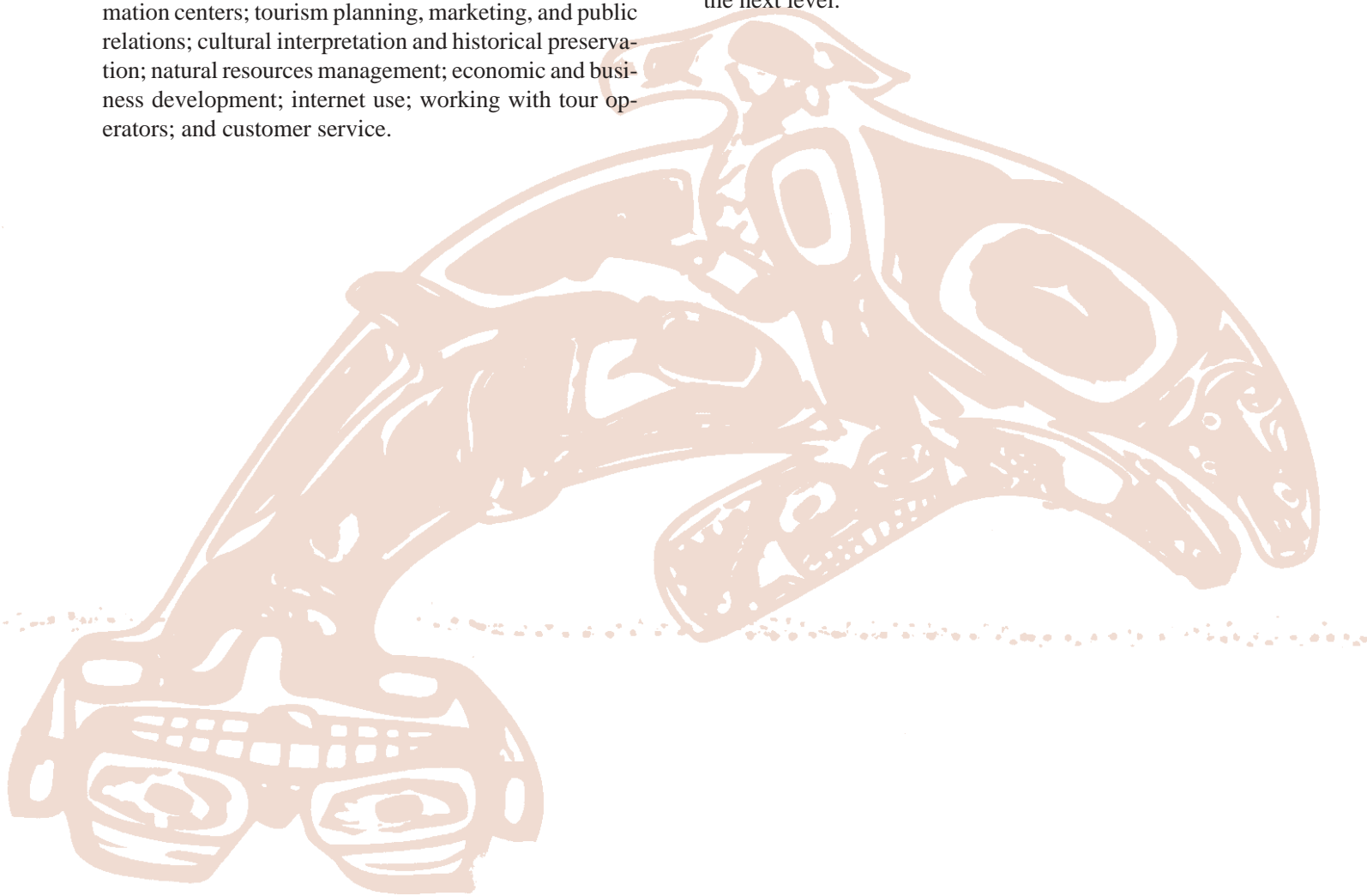


## Infrastructure and Assistance Needs

Infrastructure limitations on the reservation will have an impact on tourism development, according to survey respondents. They rated all the infrastructure needs as critical to strong, including signage, sewer and water, land for expansion, lodging, retail facilities, visitor information, parking, transportation, emergency services, utility access, telecommunications, waste management, and food services. The top technical assistance needs as indicated by the respondents are visitor information centers; tourism planning, marketing, and public relations; cultural interpretation and historical preservation; natural resources management; economic and business development; internet use; working with tour operators; and customer service.

## Perceptions and Directions

With the exception of gaming activities, the potential for Indian tourism in Washington is largely untapped, said Squaxin Island survey respondents. They indicated that the tribe would like to provide both education and recreational experiences for tourists to help them learn more about the tribal culture. They felt the larger community would be most likely to benefit from increased tribal tourism, but that the privacy of reservation residents might be negatively affected. The tribe must decide whether to pursue taking tourism development to the next level.



**Squaxin Island Tribal Council**  
S.E. 70 Squaxin Lane  
Shelton, WA 98584  
(360) 426-9781  
FAX (360) 426-6577



# Skokomish Tribe

North of Shelton along Hood Canal, bisected by heavily-traveled Highway 101 and State Route 106, the 5,000-acre Skokomish Reservation is home to the tribe's 820 members. The highway and the visitors it inevitably brings have significant impacts on the tribe and the reservation lands, both positive and negative. The Skokomish Tribe is actively involved in the tourism industry, and according to the survey respondents, most tribal members are in favor of increased tourism. The tribe is interested in participating in a statewide tribal tourism association, and in partnering with local Economic Development Councils, Visitor and Convention Bureaus, and Chambers of Commerce.

The Tribal Council makes most decisions regarding tourism. Development is usually carried out by the Tribal Administrator, the Cultural Resources Coordinator, and the Economic Development Director. Survey respondents felt that the Natural Resources Committee and the Economic Development Advisory Committee Taskforce should also become involved.

## Current Participation in Tourism

The tribe's main business involvement in tourism is through visitor and retail services such as their new Twana Farmarket and Twin Totems convenience store, as well as the Tribal Center, which features high quality historic and contemporary basketry, monumental carved figures, and canoes on display. In addition, beaches on the reservation and to the north and south of the reservation along the canal, including Potlatch State Park, attract many visitors. Tribal events that draw visitors include:

- May and December Arts and Crafts Bazaars
- The Chum Run
- Seafood sales along Highway 101
- The Annual Five-Tribes Bike Tour

The Skokomish tribe has a written marketing plan for tourism development and actively markets through a tribal newsletter and a local newspaper to increase the number of visitors. The tribe also promotes Native American artists and performing artists. Visitors are asked to sign a guest register at the gift shop and farmer's market, but survey respondents were unable to estimate the total number of visitors.

## Barriers and Concerns

Significant economic, cultural, and environmental barriers limit tourism development for the tribe. The stalled Mason County economy has had an impact on tribal as well as non-tribal community members, and has led some community members to question the value of tourism to the tribe's economy. Although the reservation's residential areas are currently protected by the layout of the highways across the reservation, community and child safety as well as protection of privacy and cultural and intellectual properties are a concern. Many of the events and gatherings at the tribe's Longhouse facility are open to the public, but some are not, and protecting those private events is important to the tribe. The reservation has several archeological sites that the tribe does not wish to share with visitors, and cultural sites such as the Longhouse, cemetery, and the Shaker Church also require special consideration and protection. Survey respondents expressed a concern about the potential for tribal law-enforcement to become over-extended with an increase in visitor traffic to the reservation. The tribe is working on creating a written etiquette for visitors to sensitive sites and cultural events.

Environmental barriers and concerns are as important as economic and cultural ones for the Skokomish Tribe. Environmental policies established by the Shoreline Management Act and the State and Federal Environmental Protection Acts impact economic and tourism development on the Skokomish Reservation, and at times there are jurisdictional disputes between Indians

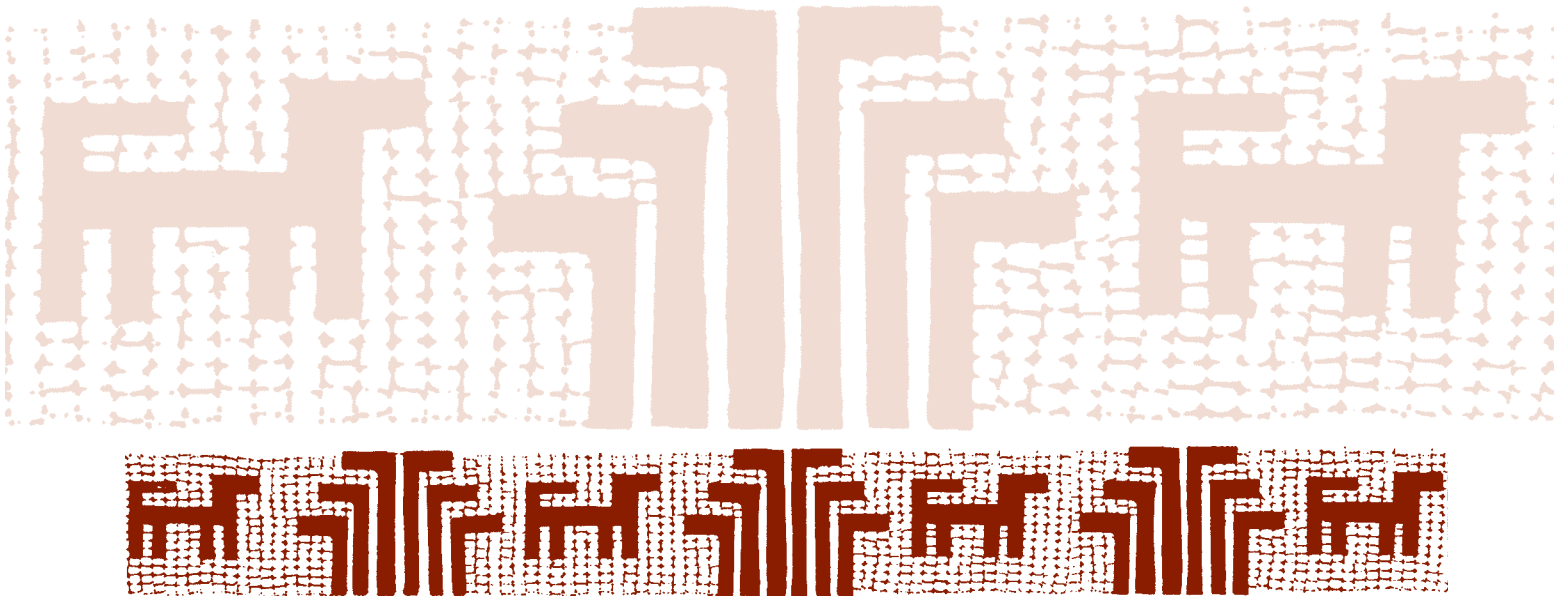
and non-Indians about environmental issues. Flooding and the resulting impacts to shorelines, water resources, geologic features, and forest areas have been significant for the tribe in recent years. Annual flooding also closes roads and therefore can directly impact visitors. The tribe is working to restore forestland that has been damaged by flooding and logging on the reservation and in the watershed above the reservation.

## Infrastructure and Assistance Needs

The tribe is in the process of developing a wastewater treatment facility to mitigate the impacts of increased development along the Hood Canal watershed. In addition to wastewater and flood control infrastructures, the survey respondents cited needs for lodging, food services, retail facilities, transportation, visitor information, utility access, telecommunications, parking, and emergency services in order for tourism development to proceed. The most significant technical assistance needs relative to tourism development and marketing, according to the participants, are for highway signage, a rest area with an informational kiosk, website and planning assistance, and business development assistance for individual tribal entrepreneurs.

## Perceptions and Directions

The Skokomish respondents stated that Indian tourism in Washington state could serve as a means of education about Indian culture and heritage. They felt that both native and non-native businesses along Highway 101 could benefit from tribal tourism development. Targeted public relations could also benefit local artists, tribal fish management, and preservation and restoration of salmon populations, according to the survey participants. Other potential benefits cited include increased income to the community, tourism tax revenues that might fund scholarships and government services, and an increased interest within the tribe to restore, donate to, and assist in tribal efforts to increase awareness of the Twana culture, of which the Skokomish Tribe is a part. One respondent suggested that the state Department of Transportation adopt uniform highway signage that includes tribal names and information.



**Skokomish Tribal Council**  
**N. 80 Tribal Center Road**  
**Shelton, WA 98584**  
**(360) 426-4232**  
**FAX (360) 877-5943**

# Jamestown S’Klallam Tribe

Located along the Straits of Juan de Fuca on the northern perimeter of the Olympic Peninsula, Jamestown is the historic settlement of the ancestors of this S’Klallam Tribe. The tribe has 375 enrolled members, and owns 12 acres of reservation land. The tribe’s 12 acres are the smallest tribal land base among the tribes in Washington that do own land. Although none of the 12 acres are used for tribal housing, the small land base still has a significant impact on the process of tourism development. Survey respondents felt that the lack of a land base has also had an impact on the tribe’s ability to retain its cultural traditions. Tribal members are connected with the larger northwest tribal culture, but are just now beginning to reclaim and revitalize traditions specific to the tribe. According to the survey participants, tribal members desire to increase tourism and hope that creating cultural tourism products and activities will serve to educate the tribe’s youth as well as visitors about the Jamestown S’Klallam culture.

Tourism decision-making is the responsibility of the tribe’s tourism development group consisting of representatives of the tribal council, Department of Economic Development, Cultural Committee, and the Seven Cedars Casino. The tribe has played a leadership role in establishing an Olympic Peninsula intertribal tourism association, and is a member of the local Chamber of Commerce. The tribe has formed a unique partnership with the Audubon Society and the Rainbow Natural Science Foundation to operate the Railroad Bridge Park, a wildlife, birding, and nature interpretive center outside of Sequim.

## Current Participation in Tourism

The Jamestown S’Klallam tribe has a comprehensive plan for economic development that does address tourism. Although the tribe actively markets to increase tourism and participates in cooperative advertising with other tourism organizations in the region, they do not have a specific written marketing plan. The tribe assists Native American artists to sell their products, and promotes Native American performing artists. Because all the tourism-related tribal enterprises are controlled by the tribe itself, the survey respondents felt that the tribe had not experienced any difficulties in managing tourism. In addition to its participation in the Olympic Peninsula tribal tourism group, the Jamestown S’Klallam tribe is strongly in favor of a Washington Indian Tourism Association, publication, and website. Overall, the survey participants agreed that most tribal members are in favor of increasing tourism.

## The tribe’s most visited attractions include the:

- Seven Cedars Casino
- Northwest Native Expressions Art Gallery
- Tribal Center
- Railroad Bridge Park

The tribe does not have an overall visitor tracking system, but does count visitors to the casino and the art gallery. From this information it appears that most visitors are from Washington and other northwest states, British Columbia, and Europe. Visitors to the Tribal Center tend to be middle to upper income retirees, many of whom travel to the area in motor homes. The casino also attracts local residents in the 25-45 age bracket for gaming and entertainment. Most of the tribe’s marketing effort is specifically for the casino using radio, newspaper, and billboards, in addition to the visitor traffic generated by its location near heavily-traveled Highway 101. The Jamestown S’Klallam tribe allows photography and has no regulations regarding the use of photo or video equipment in tribally-owned areas, nor does it have policies or a written etiquette for visitor behavior at special sites or cultural events.

## Barriers and Concerns

According to the survey participants, because of the small size of the reservation land base, increasing tourism will likely require large-scale development projects. The location of the tribal land in an environmentally sensitive area also means that tourism development will be impacted by environmental regulations such as the Shoreline Management Act, rules of the National and State Environmental Protection Agencies (NEPA and SEPA), the Endangered Species Act, and the Salmon Recovery Plan. Protection of tribal members' privacy is not a significant concern because there is no housing on the tribe's 12 acres. Survey respondents did say that the tribal cemetery required special consideration and is not open to the public. Although the Tribal Center's location on scenic Sequim Bay is a distinct advantage, the lack of a cultural interpretive center and inadequate signage are barriers.

## Infrastructure and Assistance Needs

The Jamestown S'Klallam tribe's most significant tourism infrastructure needs, according to the survey results, include a cultural center, public restrooms, lodging, food and beverage service, retail shops, utility and communications access, and waste management. Respondents rated public parking, transportation, and visitor information as moderate needs; and emergency health services, and police and fire protection as lower priority needs.

The tribe's most significant technical assistance needs are in the area of tourism planning, marketing, public relations, cultural interpretation, community economic development, business development, business expansion, and internet use. Moderate needs include information services, historic preservation, and parks and recreation management.

## Perceptions and Directions

Overall, the survey respondents reported that increased tourism was likely to have a positive impact on the tribe as a whole as tribal enterprises create more jobs, business, improved public relations, and improved public education about tribal culture. The tribe's survey participants expressed a strong desire for tribes to work together regionally and statewide to package tribal tourism and appeal to a larger market.

**Jamestown S'Klallam Indian Tribe**  
1033 Old Blyn Highway  
Sequim, WA 98382  
(360) 683-1109  
FAX (360) 681-4643





# Lower Elwha Klallam Tribe

The 443-acre Lower Elwha Klallam reservation on the northern Olympic Peninsula is home to the tribe's 750 members. Currently there are no visitor services offered on the reservation, there are no tourism businesses in the tribal community, and the tribe has not been active in the tourism industry. Lower Elwha Klallam survey respondents were unable to say whether most tribal members were in favor of increasing tourism, but they did report that some tribal elders are opposed to tourism development because of concerns about loss of privacy if tourism brings more visitors to the reservation.

The Lower Elwha Klallam Tribe is in the process of developing a comprehensive plan that is expected to contain economic and tourism development components. The tribe currently participates in the Olympic Peninsula Inter-Tribal Tourism Group, and is interested in pursuing participation in a Washington Indian Tourism Association, publication, and website. The tribal council is responsible for tourism decision-making, and the tribe is considering who in addition to their Planning and Economic Development staff should be involved in tourism development activities.

## Current Participation in Tourism

Lower Elwha Klallam participation in tourism is very limited at this time. Some tribal events and attractions that may attract visitors include a tribal dance group, a potlatch through the local school district, the Elwha River Pow Wow, tribal canoe journeys, the Ediz Hook, and Elwha watershed. The only marketing effort the tribe participates in is to promote Native American performers, specifically the tribal dancers. The survey respondents felt that tribal artists and crafts people are the most likely to benefit from increased tourism, and they felt that tourism could provide a better understanding of the tribe and its members.

## Barriers and Concerns

Survey respondents felt that tribal members' privacy is currently protected. They said that there may be cultural and environmental barriers to tourism development, and cited the many sacred sites within the Elwha watershed as requiring special consideration. The tribe already has in place a written etiquette of expected or desired behavior for visitors to special sites or cultural events, and they do not permit the use of photography or video by tourists.

## Infrastructure and Assistance Needs

The Lower Elwha Klallam respondents rated their infrastructure need as “quite strong” for food services, transportation access, solid waste management, and public parking. Rated moderately strong were the needs for lodging, retail facilities, visitor information, access to emergency health services, and telecommunications. They perceived their highest need for technical assistance to be in the areas of customer service, visitor information center, tourism planning, public relations, cultural interpretation, parks and recreation development, business expansion, and internet use for tourism. Secondary needs for technical assistance were perceived in bed and breakfast operation, tourism marketing, historic preservation, and economic development.

## Perceptions and Directions

The Lower Elwha Klallam respondents felt that the role of tribal tourism in the overall tourism industry is potentially significant. Their tribe is currently in an investigative stage in regard to tourism development. They felt that the tribe could consider forming partnerships with other tourism-related organizations in the larger community including Clallam County, City of Port Angeles, Port Angeles Chamber of Commerce, the Olympic Peninsula Visitors Guide, and the Olympic National Park.

**Elwha Klallam Business Council**  
2851 Lower Elwha Road  
Port Angeles, WA 98363  
(360)452-8471  
FAX (360) 452-3428



# The Makah Tribe

The 2,300 member Makah Tribe, on the northwestern most tip of the Olympic Peninsula, has 27,950 acres of reservation land, and has an active tourism industry that hosted 150,000 visitors in 1999. The tribe is a member of the local Chamber of Commerce, has a number of businesses in the tribal community involved in tourism, and is interested in participating in an intertribal Washington Indian Tourism Association, publication, and website. Although the tribe is active in tourism and promotes tourism through marketing and cooperative advertising, the survey respondents felt that most members of the Makah Tribe do not wish to increase the current number of visitors to their community.

The tribal council is the primary decision-making body for the tribe. Survey respondents felt that it would be important for the council to become more involved in tourism development that currently is handled by the tribe's tourism development group which includes a Tribal Tourism Planner and is assisted by the Affiliated Tribes of Northwest Indians (ATNI) and the state Tourism Office. The Makah Tribe has a comprehensive plan for economic development that includes a tourism development element.

## Current Participation in Tourism

Although the tribe's development plan does not include a specific tourism marketing plan, the tribe does participate in cooperative advertising with other tourism organizations in the region, and is interested in pursuing participation in a Washington Indian Tourism Association, publication, and website. The tribe does assist with promoting tribal artists and performing artists. The tribe's most often visited sites and events include:

- The Makah Cultural and Research Center
- Cape Flattery
- Shi Shi Hiking Trails
- Fishery and marina at Neah Bay
- Makah Days in August
- Treaty Days
- 4th of July Celebration

The Makah Tribe is one of the few tribes that have a visitor tracking system, including sign-in books and tracking through ticket sales for parking and fishing. Most visitors seem to be older travelers from Washington and other northwest states and from Germany. Visitors mostly learned about the Makah Tribe through whaling notoriety and Olympic National Park and hiking trail advertisements. The tribe has also been proactive in creating a policy governing use of photography on reservation

lands. Their policy allows for photography only in specific circumstances with a permit fee; however, they do not allow tourists to use photography or video equipment. The tribe also has a written etiquette of expected or desired behavior for visitors that survey respondents felt was somewhat vague and needed to be stronger.

## Barriers and Concerns

Survey respondents believed that the tribe was experiencing some significant challenges in managing tourism, and felt that getting specific policies in place would help. A port commission for the marina is being established, and a museum board oversees culturally sensitive issues or sites. Respondents cited culturally sensitive areas as requiring special consideration, including an archeological site at Ozette. Tribal members' privacy is somewhat protected by signage to direct visitor traffic away from residential areas. However, survey participants expressed concern about overuse of trails, and impacts on local residents, especially fishermen, if numbers of visitors to the reservation significantly increase. The controversy over whaling has had a direct impact on tourism as people are drawn to the area by media reporting of the whaling events. Respondents cited local artists, the marina, and retail facilities as the most likely to benefit from increased tourism.

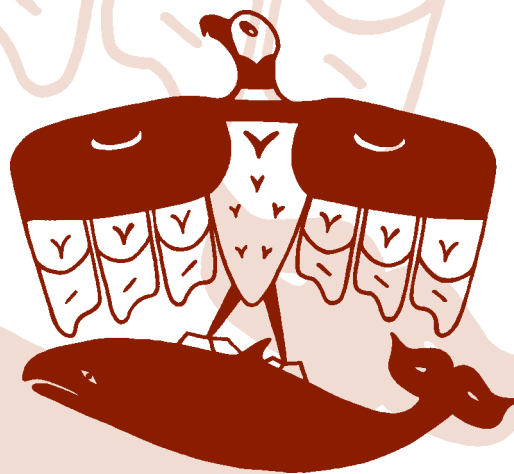
## Infrastructure and Assistance Needs

Makah survey respondents said that the most critical infrastructure need was a more adequate water system. Beyond that, infrastructure needs include (in descending order, according to the responses) hotel/motel accommodations, transportation access, visitor information facilities, public parking, food and beverage services, retail facilities, access to emergency services, utility access including communications, and solid waste management. Respondents rated all of the technical assistance needs categories in the survey as “quite strong,” including working with tour operators, bed and breakfast operations, customer service, visitor information centers, planning, marketing, and public relations assistance.

## Perceptions and Directions

In spite of a strong visitor presence and many tribal activities aimed at managing tourism, the tribal respondents said that they were unclear about the role of Indian tourism in the overall tourism industry in Washington. However, their vision for the future of their tourism industry included completing a marketing strategy already being developed, and partnering with tourism-related businesses in Sekiu, Port Angeles, Forks, and Clallam Bay.

**Makah Tribal Council**  
P.O. Box 115  
Neah Bay, WA 98357  
(360) 645-2201  
FAX (360) 645-2788





# Quileute Tribe

Surrounded on three sides by The Olympic National Park, the Quileute Reservation is located on 594 acres along the Pacific Ocean and on the south banks of the Quillayute River (formed by the Sol Duc, Bogachiel, and Dickey Rivers). The main reservation town, La Push, is a small village located on the shore of the Pacific Ocean on the Olympic Peninsula. The Quileute Tribe has slightly more than 700 enrolled members, with a local Indian population of nearly 800 living on or near the reservation. The nearest towns are Forks, 16 miles from the reservation with a population of approximately 2000, and Port Angeles, 75 miles north of the reservation on Highway 101 with a population of approximately 50,000. Its remote location makes tourism development especially challenging for the Quileute Tribe.

## Current Participation in Tourism

The tribe is working on a comprehensive plan, in which tourism is a primary element of the economic development portion of the plan. The Quileute area is rich in outdoor recreational opportunities including ocean and river fishing, hiking, hunting, bicycling, and beach combing. On a beach cited in *Sunset Magazine* as the most romantic beach in the nation, the Quileute Tribe operates a rustic resort that comprises individual cabins interlaced with foot paths among towering trees. There is a small convenience store nearby and a marina that serves as a base port for small commercial fishing boats. The historic Coast Guard boat launch has been converted into a seafood restaurant near the marina. During Quileute Days in July, the area is crowded with activities including traditional foods, arts, crafts, and entertainment. A surfing and kayaking event is also staged in January. An estimated 10,000 people visit the community each year, according to records from the resort and records of day visits to the Olympic Park Trails located near the resort.

The Quileute tribe provides leadership to other tribes on the Peninsula, across the state and nation in development of the tourism industry. They have promoted efforts to create a Washington Tribal Tourism Association and are central in the Olympic Peninsula Indian Tourism Association. Individual members of the tribe travel to Europe to share their traditional songs, dances, and regalia with tour groups and to demonstrate the diversity of American Indian culture.

The tribe is interested in providing technical training for their members in hotel and restaurant management, tour operator for group travel, tourism planning and marketing, cultural interpretation, historic preservation, natural resource management, business development and expansion, and internet use for tourism development.

## Barriers and Concerns

Respondents to the survey shared the concerns expressed by other tribes that cultural preservation and protection of the privacy of tribal members are important focal points of tourism development. The Tribal Council and a five-member Planning Committee are responsible for tourism development and decision making. Careful planning and management are key to assuring the community that tourism is a viable means of economic development. There are mixed opinions within the community regarding public sharing of the cultural traditions, for example some would restrict photography of the traditional dances while some want to promote tours to share tribal culture more directly with visitors.

A serious threat to tourism is the unstable Bogachiel River that seasonally floods the only road access to the reservation. The tribe is currently working with the Army Corps of Engineers and Clallam County to stabilize the riverbed. Otherwise, there are no major environmental barriers to tourism development.



## Infrastructure and Assistance Needs

The greatest need for tourism development is infrastructure in several areas. Telecommunications capacity is minimal in this remote area. Upgrading the existing resort to provide newer accommodations and a conference center is a high priority for the tribe. The 15-mile road leading into town is new, but the streets in the town of La Push are mostly gravel roads except for a poorly paved main street that skirts the perimeter of the waterfront. Respondents also listed strong needs for food and beverage services, retail shopping, visitor information services, and public parking. As this survey was conducted and consistent with action research, the tribe also decided that a modest museum facility could help preserve cultural icons and provide interesting visitor services. With a successful tourism industry the tribe would need to upgrade their basic environmental health utilities, such as water and sewer, and police and fire protection services.

## Perceptions and Directions

Quileute respondents felt that there is growing interest on the part of non-Indians in visiting Indian communities and learning about their culture and history. Everyone in the community would be affected positively by tourism if it provided more jobs and income, or if a museum or cultural center were constructed. Jobs and economic development are badly needed in this community. A museum could mitigate some of the problems associated with tourism by providing appropriate activities for tourists and cross-cultural education. However, traffic and privacy issues would have to be addressed.

**Quileute Tribal Council**  
P.O. Box 279  
La Push, WA 98350  
(360) 374-6163  
FAX (360) 374-6311



# Quinault Tribe

At 208,150 acres, the Quinault Reservation is the largest in Western Washington, and the third largest in the state. Home to the tribe's 2,217 members, the reservation contains important forest resources as well as some of the most pristine beaches along the west coast of the United States. Protecting these valuable resources is a high priority for the tribe, driving many of the tribe's tourism development decisions.

The Quinault Business Council and the Quinault General Council of Enrolled Members are the tribe's primary decision-makers regarding tourism, with the Director of the Economic Development Office and Director of Cultural Resources leading tourism efforts. According to survey respondents, the tribe is interested in participating in a statewide Indian tourism association, publication, and website, and are already members of the local Chamber of Commerce. Survey respondents said the tribe would like to consider working in partnership with other community groups such as the Lake Quinault Community, Grays Harbor Economic Development Corporation, and the Washington Community Revitalization Team (WA-CERT).

## Current Participation in Tourism

The Quinault Tribe's comprehensive plan contains economic and tourism development components, and in addition to tribally-owned enterprises, there are a number of individual tribal entrepreneurs that cater to visitors. Most of the tourism-oriented businesses are located outside the boundaries of the reservation, which facilitates development. The most often visited Quinault attractions and events include:

- The Quinault Ocean Beach Resort and Casino at Ocean Shores
- A tribal museum and mercantile in Taholah
- Ocean Shores Marina and Lake Quinault Canoe Races
- Chief Taholah Days (4th of July)
- Ocean beaches and other natural attractions

## Barriers and Concerns

In order to protect natural and cultural resources, and because not all Quinault Tribal members are in favor of increased tourism, the tribe has a policy of limiting visitor access to much of the reservation land. The coastal highway ends at Taholah, rather than routing motorists across the reservation. This helps maintain stream and surface water quality, provides fire protection for the timber lands, and protects the tribe's right to harvest game, fish, and shellfish. Visitors who wish to access reservation streams and rivers must be accompanied by a tribal guide. These policies also protect environmentally-sensitive clam beds on the ocean beaches, the National Marine and Wildlife Refuge, and areas many tribal members do not wish to share with outsiders, such as the tribal cemeteries. According to survey respondents, the tribe needs to create written etiquette policies for tourists who visit special sites or cultural events, but currently allows the use of photography and video by tourists without restrictions or fees.

## Infrastructure and Assistance Needs

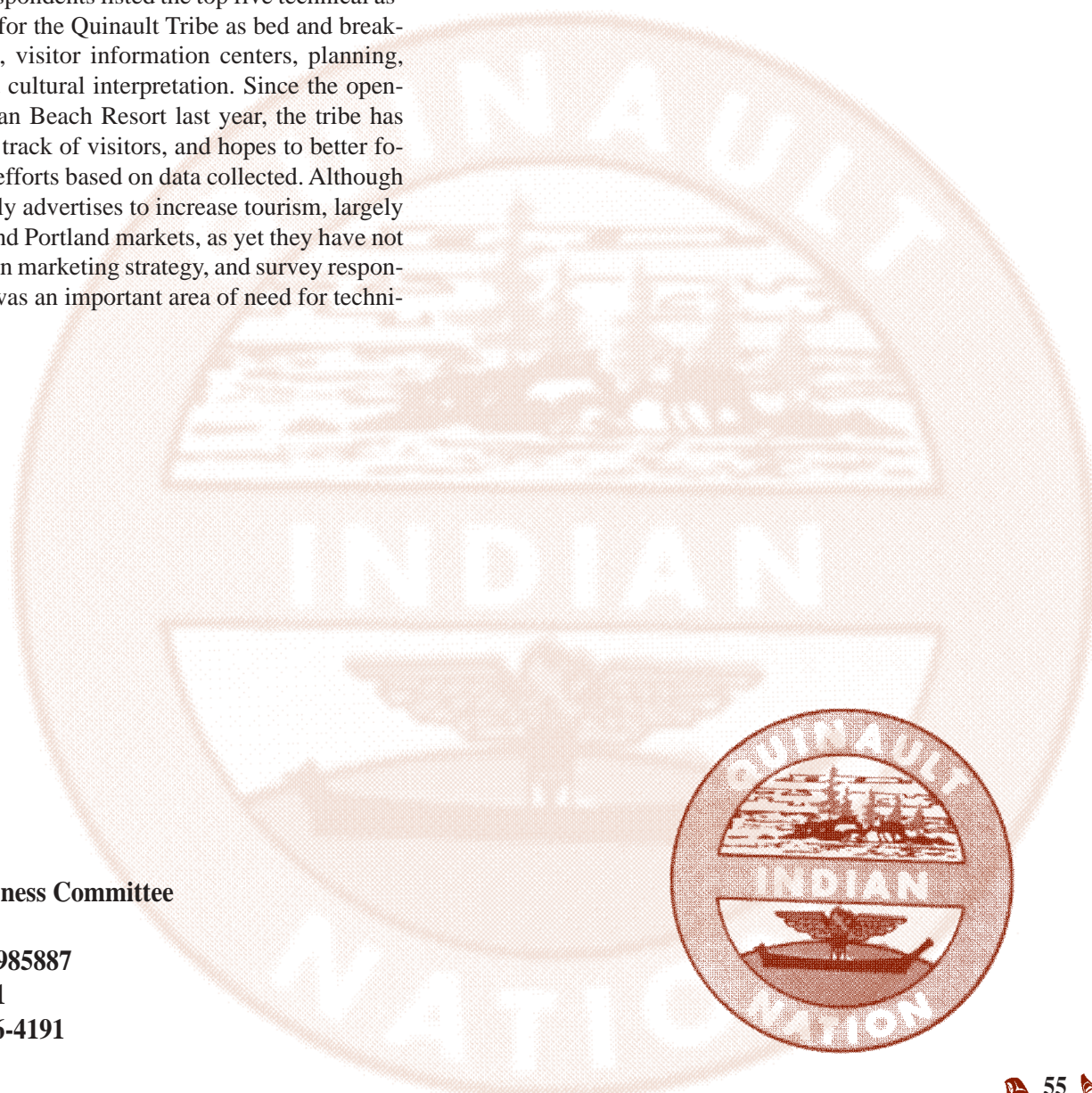
In addition to environmental and cultural concerns, a lack of infrastructure, especially wastewater and solid waste management facilities, and a lack of capital, as well as the lack of consensus among tribal members about tourism development issues, combine to make tourism development challenging on the Quinault Reservation. Other important infrastructure needs include (in descending order) transportation, visitor information, emergency services, telecommunications, utilities, lodging, food services, retail, and public parking. The logistics of protecting the public during logging activities has also had an impact on tourism development.

Survey respondents listed the top five technical assistance needs for the Quinault Tribe as bed and breakfast operations, visitor information centers, planning, marketing, and cultural interpretation. Since the opening of the Ocean Beach Resort last year, the tribe has begun keeping track of visitors, and hopes to better focus marketing efforts based on data collected. Although the tribe actively advertises to increase tourism, largely in the Seattle and Portland markets, as yet they have not created a written marketing strategy, and survey respondents felt this was an important area of need for technical assistance.

**Quinault Business Committee**  
**P.O. Box 189**  
**Taholah, WA 985887**  
**(360) 276-8211**  
**FAX (360) 276-4191**

## Perceptions and Directions

Survey respondents felt that many tribes and tribal members had difficulty seeing the potential benefits of increased tourism because of a lack of organization for tribal tourism. They cited the positive impacts of tourism development as increased income and heightened cultural awareness, but also stated that those tribal members who preferred to keep the reservation closed to non-Indian visitors were the most likely to be negatively affected.



# Shoalwater Bay Tribe

At 150-members, the Shoalwater Bay Tribe is the second smallest federally-recognized tribe in the state. Because of the tribe's small size and the remote location of the 335-acre Shoalwater reservation - in Pacific County between Raymond and the ocean beaches - the tribe has not yet been very involved in the tourism industry. The tribe does not have a comprehensive plan, and survey respondents were unable to assess whether tribal members were in favor of increased tourism or whether they would be interested in participating in a Washington Indian Tourism Association. Should the tribe become more involved in tourism development, the tribal council would be their primary decision-making body.

## Current Participation in Tourism

The tribe's casino is currently its only tourism business, although the tribe also occasionally hosts visitors at the annual Pow Wow, and at the Tribal Center. The tribe promotes the casino through radio and newspaper ads, but otherwise does not actively market to increase tourism. According to the survey respondents, the tribe could potentially benefit from the visitor traffic that passes the reservation on the way to the ocean beaches if it had visitor services and adequate infrastructure. The respondents felt that increased tourism might be a way to promote the tribe's cultural resources to visitors and to the tribal community as well as to bring additional revenues to area merchants.

## Barriers and Concerns

One survey respondent expressed a concern about cultural impacts on tourism: "The tribe must conserve its traditional resources and culture no matter what." Because there is no significant tourism industry, the privacy of tribal members and elders is not impacted at this time, although this concern would need to be addressed if the tribe were to pursue tourism development. The tribe's cemetery would also need to be protected.

Even more significant than cultural barriers to tourism, environmental barriers make increasing tourism to the Shoalwater Bay Reservation challenging. Reservation lands comprise valuable natural resources, including wetlands that must be protected. Inadequate wastewater and stormwater facilities limit development potential at this time, although the tribe is partnering with surrounding communities and the Department of Health to address this issue.



## Infrastructure and Assistance Needs

In addition to waste and stormwater facilities, survey respondents listed among the tribe's infrastructure needs: emergency services, telecommunications, lodging, food services, transportation access, visitor information, utility access, public parking, and retail facilities. They listed assistance with pursuing grant funding and education for the tribal council and other administrators, especially in the area of development without damaging the ecosystem as the highest technical assistance needs. Also needed is assistance with, in descending order of priority, cultural interpretation, natural resources management, economic development, tourism planning, visitor information, historic preservation, business development, marketing, and public relations.

## Perceptions and Directions

The tribe would like to build an interpretive boardwalk along the waterfront by the Tribal Center.

**Shoalwater Bay Tribal Council**  
P.O. Box 130  
Tokeland, WA 98590  
(360) 267-6766  
FAX (360) 267-6778

# Tribes Not Surveyed

Four tribes either elected not to participate or were unable to participate in this assessment. The Chehalis Tribe participated in the survey and interview, and their responses are incorporated into the tabulated results, however, they preferred not to have their specific information published. The Suquamish Tribe elected not to participate at this time due to conflicting responsibilities and time constraints among their staff members. The Hoh Tribe was unable to respond at all. While at first the Lummi Tribe was not interested in participating in the assessment, they have since expressed an interest in completing the survey process and being involved in intertribal tourism activities.

At the time the assessment interviews were taking place, there were eight tribes in Washington that had not been officially recognized by the federal government, the Chinook Tribe, the Cowlitz Tribe, the Duwamish Tribe, the Kikiallus Indian Nation, the Marietta Band of the Nooksack Tribe, the Snohomish Tribe, the Snoqualmoo Tribe, and the Steilacoom Tribe. These tribes were not interviewed for the assessment. Since the assessment was completed, the Chinook, Cowlitz, and Duwamish Tribes have moved ahead with requests for federal recognition, and at the time of publication are awaiting decisions on their applications.

## RESOURCES

In addition to information gained in the survey and interview process, the following publications and websites were used for supplemental information, including population and reservation size:

U.S. Census Bureau, July 1999

Tiller, Veronica E. and Chase, Robert A., Economic Contributions of Indian Tribes to the Economy of Washington State, Tiller Research, Inc. and Chase Economics, 1998, p. 2-3

[www.colvilletribes.com/facts.htm](http://www.colvilletribes.com/facts.htm)

[www.goia.wa.gov/tribalinfo/colville.html](http://www.goia.wa.gov/tribalinfo/colville.html)

[www.goia.wa.gov/tribalinfo/jamestown.html](http://www.goia.wa.gov/tribalinfo/jamestown.html)

[www.kalispeltribe.com/admin-tribal.html](http://www.kalispeltribe.com/admin-tribal.html)

[www.casino-fun.com/history.asp](http://www.casino-fun.com/history.asp)

[www.teleport.com/~npaihb/profiles/quileute.html](http://www.teleport.com/~npaihb/profiles/quileute.html)

The Seattle Times, "Snoqualmie's claim to status as tribe now under review," Friday, May 28, 1999, [http://seattletimes.nwsources.com/news/local/html98/trib\\_19990528.html](http://seattletimes.nwsources.com/news/local/html98/trib_19990528.html)

The Seattle Times, "Snoqualmie tribe considers I-90 casino, hotel," Wednesday, March 29, 2000, [http://seattletimes.nwsources.com/news/local/html98/snoq29m\\_20000329.html](http://seattletimes.nwsources.com/news/local/html98/snoq29m_20000329.html)

<http://seattlep-i.nwsources.com/local/yaka25.shtml>

"Washington State Tribal Directory," Governor's Office of Indian Affairs, August 2000, p. 37

Indian Tourism Interviews with Tribal Governments, New Mexico Indian Tourism Association, 1998, p. 1